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Financing of the United Nations Stabilization Mission in Haiti

Budget for the United Nations Stabilization Mission in Haiti for the period from 1 July 2017 to 30 June 2018

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Stabilization Mission in Haiti (MINUSTAH) for the period from 1 July 2017 to 30 June 2018, which amounts to $336,602,400.

The proposed budget in the amount of $336,602,400 represents a decrease of $9,324,300, or 2.7 per cent, compared with the appropriation of $345,926,700 for the 2016/17 period.

The budget provides for the deployment of 2,370 military contingent personnel, 951 United Nations police officers, 1,600 formed police units personnel, 319 international staff, 916 national staff, 94 United Nations Volunteers and 50 Government-provided personnel.

The total resource requirements for MINUSTAH for the financial period from 1 July 2017 to 30 June 2018 have been linked to the objective of the Mission through a number of results-based frameworks, organized according to components (security and stability, democratic governance and State legitimacy, rule of law and human rights, and support). The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the executive direction and management of the Mission, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	*Expenditures (2015/16)*	*Apportionment (2016/17)*	*Cost estimates (2017/18)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	173 687.8	174 103.0	168 382.7	(5 720.3)	(3.3)
Civilian personnel	97 321.9	87 132.9	83 644.5	(3 488.4)	(4.0)
Operational costs	83 995.4	84 690.8	84 575.2	(115.6)	(0.1)
Gross requirements	**355 005.1**	**345 926.7**	**336 602.4**	**(9 324.3)**	**(2.7)**
Staff assessment income	9 798.2	8 406.5	8 107.8	(298.7)	(3.6)
Net requirements	**345 206.9**	**337 520.2**	**328 494.6**	**(9 025.6)**	**(2.7)**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**355 005.1**	**345 926.7**	**336 602.4**	**(9 324.3)**	**(2.7)**

Human resources[a]

	Military contingents	*United Nations police*	*Formed police units*	*International staff*	*National staff*[b]	*United Nations Volunteers*	*Government-provided personnel*	*Total*
Executive direction and management								
Approved 2016/17	–	–	–	25	21	2	–	**48**
Proposed 2017/18	–	–	–	26	21	2	–	**49**
Components								
Security and stability								
Approved 2016/17	2 370	951	1 600	24	39	16	50	**5 050**
Proposed 2017/18	2 370	951	1 600	24	39	16	50	**5 050**
Democratic governance and State legitimacy								
Approved 2016/17	–	–	–	37	67	5	–	**109**
Proposed 2017/18	–	–	–	37	65	5	–	**107**
Rule of law and human rights								
Approved 2016/17	–	–	–	27	49	7	–	**83**
Proposed 2017/18	–	–	–	27	47	7	–	**81**
Support								
Approved 2016/17	–	–	–	207	756	64	–	**1 027**
Proposed 2017/18	–	–	–	205	744	64	–	**1 013**
Total								
Approved 2016/17	2 370	951	1 600	320	932	94	50	**6 317**
Proposed 2017/18	2 370	951	1 600	319	916	94	50	**6 300**
Net change	**–**	**–**	**–**	**(1)**	**(16)**	**–**	**–**	**(17)**

[a] Represents highest level of authorized/proposed strength.

[b] Includes National Professional Officers and national General Service staff.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Stabilization Mission in Haiti (MINUSTAH) was established by the Security Council in its resolution 1542 (2004). The most recent extension of the mandate was authorized by the Council in its resolution 2313 (2016), by which the Council extended the mandate until 15 April 2017.

2. The Mission is mandated to help the Security Council achieve an overall objective, namely, to restore peace and security and to further the constitutional and political process in Haiti.

3. Within this overall objective, MINUSTAH will, during the budget period, contribute to a number of expected accomplishments by delivering the related key outputs shown in the frameworks below. These frameworks are organized according to components (security and stability, democratic governance and State legitimacy, rule of law and human rights, and support), which are derived from the mandate of the Mission.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of MINUSTAH, in terms of the number of personnel, have been attributed to the individual components, with the exception of the executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel compared with the approved budget for the 2016/17 period, including reclassifications, have been explained under the respective components.

B. Planning assumptions and mission support initiatives

5. Haiti has made significant progress towards the restoration of constitutional order and the end of transitional governance arrangements following the successful presidential, legislative and local elections, which were held on 20 November 2016 and 29 January 2017. After the first round of the long-awaited presidential elections, a winner was proclaimed. In addition, 6 senators and 24 members of the Chamber of Deputies were elected. The new senators were sworn in on 9 January 2017 at the opening of the first ordinary session of the new Parliament and the members of the Chamber of Deputies were sworn in on 10 January 2017. All of these developments constitute concrete steps towards the renewal of democratic institutions in Haiti.

6. The President-elect took the oath of office and assumed his functions as the fifty-eighth President of Haiti on 7 February 2017. The formation of a new Government and the appointment of several high-level Government officials are expected to follow; this will mark the end of provisional governance under a provisional President. MINUSTAH and the United Nations agencies in Haiti continued to provide electoral assistance with respect to the ongoing electoral cycle, in particular the final round of legislative and local elections, which took place on 29 January 2017, to complete the legislative branch by filling eight Senate seats and one Chamber of Deputies seat, and the holding of the single round of local elections that has been pending since 2006. The overall electoral period is expected to conclude in April 2017, with the publication of the final results for the local elections.

7. During the 2017/18 period, MINUSTAH will continue to focus on supporting the efforts of the national authorities aimed at consolidating democracy and preserving political achievements to enable a responsible transition process to a new post-election configuration of the presence of the United Nations in Haiti.

8. The operating environment of MINUSTAH will depend on the outcome of the electoral process. A strategic assessment of the Mission will be conducted following the installation of the new President in February 2017. The strategic assessment will look, inter alia, at the level of professionalism and strength of the Haitian National Police and the capacity and level of sustainability of key institutions. Based on the results of the assessment, and before the expiration of the current mandate of the Mission, the Secretary-General will make recommendations to the Security Council on the future role and scope of the presence of the United Nations in Haiti.

9. To prepare for the upcoming reconfiguration of the presence of the United Nations, the Mission will develop, jointly with the United Nations country team, a transition plan. The plan will identify those activities which are suited for transfer to the national authorities, United Nations agencies, bilateral and multilateral donors and other partners, and those which require continuous engagement by the United Nations to ensure a responsible withdrawal of the peacekeeping operation.

10. Pending the results of the strategic assessment of the Mission and a subsequent decision by the Security Council on the Mission's mandate and transition pace, MINUSTAH proposes to continue its efforts to promote dialogue among political actors, civil society and the legislative and executive branches of the Government through good offices functions, in collaboration with other partners, such as the United Nations country team and bilateral actors.

11. Furthermore, MINUSTAH will continue to support, albeit with a different strategic posture, the development of the national police in line with a new national police strategic development plan to enable the national police to assume full responsibility for the security of the Haitian people, in compliance with international standards of policing, the rule of law and human rights.

12. With regard to the rule of law and human rights, MINUSTAH will continue: (a) to partner with local authorities to strengthen the accountability and oversight mechanisms of the independent State bodies, such as the Superior Council of the Judiciary, the General Inspectorate of the national police and similar institutions; (b) to support the efforts to establish a fair, independent, credible and functioning justice system; and (c) to support the efforts aimed at improving compliance with signed/ratified international human rights instruments. The United Nations joint interim programme on police, justice and corrections would continue to be a central part of the joint transition plan of the Mission and the United Nations country team.

13. Pending a decision of the Security Council on the United Nations presence in Haiti beyond 15 April 2017, and in order to ensure a peaceful transition of power following the recent presidential elections, the retention of the current authorized strength of military and police personnel (2,370 military personnel, 951 United Nations police and 1,600 formed police) is envisaged.

14. In the context of the consolidation of the Mission, and in line with the recommendation of the Advisory Committee on Administrative and Budgetary Questions, which was endorsed by the General Assembly in its resolution 70/286, the Mission reviewed posts that had been vacant for a long period. As a result, posts that had been vacant for more than two years at the time of the preparation of the budget and were not deemed to be critical to the implementation of the mandate of the Mission are proposed for abolishment. Among the posts that had been vacant for a long period, three had functions that would have been made redundant by the

implementation of Umoja, and would therefore be taken into consideration in evaluating Umoja benefits realization. More details on the posts proposed for abolishment are provided in the description of staffing changes under the respective components.

15. To underpin and preserve the gains achieved in the stabilization process, the Mission proposes to maintain its ability to manage programmes that lead to the reduction of violence and strengthen the State's capacity to provide basic public services through the improvement of key infrastructure. In that regard, the budget proposal includes the same level of resources as in 2016/17 for the community violence reduction programme and quick-impact projects ($5 million and $3 million, respectively).

16. The Mission's operational support requirements and modalities reflect the authorized force levels and mandated programmatic engagement of the Mission. Support will continue to be delivered from the three support hubs based in Port-au-Prince, Les Cayes and Cap-Haïtien, or by mobile teams.

17. With regard to waste management, the Mission will continue to segregate biodegradable and non-degradable waste at its source in all of its premises with the objective of recycling, reducing and re-using. During the 2017/18 period, MINUSTAH will continue to operate 28 units of modular wastewater treatment plants at 15 locations and existing conventional wastewater treatment systems across the Mission area. These plants require dedicated, trained personnel to operate and maintain them on a continuous basis. Taking into account the potential changes to the Mission's future presence in Haiti, as well as the relatively long period required for a positive return on investment in alternate energy, the Mission will continue to explore areas where the utilization of alternate energy could be feasible. MINUSTAH will continue to maintain its existing solar lights and photovoltaic systems. The Division of Mission Support will continue to reduce the physical and staffing footprint of the Mission. The Mission will further explore the consolidation of its locations in Port-au-Prince and other co-location sites. Aviation support will be retained to address all the requirements under the components, and other mission tasks.

C. Regional mission cooperation

18. The Mission will continue to collaborate with regional organizations in the implementation of its mandated goals, including through consultations with the Organization of American States (OAS), the Union of South American Nations, the Caribbean Community (CARICOM) and the Caribbean Common Market. In addition, the Mission will continue to work in partnership with OAS and CARICOM to support the high-level, binational dialogue between Haiti and the Dominican Republic.

D. Partnerships, country team coordination and integrated missions

19. MINUSTAH and the United Nations country team will implement a joint transition plan which will focus on the need for further programmatic support for capacity development with respect to the security sector, rule of law and governance. The transition priorities will also be reflected in the Haitian framework to implement the Sustainable Development Goals (2017-2021), which the United Nations country team is expected to have developed by June 2017 in cooperation with the Mission and based on joint analysis.

20. Meanwhile, the Mission will continue to prepare for the handover of mandated tasks through transition projects, such as the United Nations joint rule of law programme on police, justice and corrections, as well as through joint work on the reduction of community violence and through the implementation of quick-impact projects.

21. The High-level Committee for the Elimination of Cholera, which is co-chaired by the Special Representative of the Secretary-General and the Government of Haiti, with the Office for the Coordination of Humanitarian Affairs as secretariat, is expected to continue to meet regularly to monitor the implementation of the national plan to eliminate cholera.

22. The Group of 12 plus, a group of 16 technical and financial partners of the Government of Haiti will continue to be co-chaired by the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator and the Ambassador of Switzerland. The role of the Group is expected to be strengthened once the Haitian authorities have developed the new framework for the implementation of the Sustainable Development Goals, including the rule of law, which is part of the current mandate of the Mission. A national steering committee at the ministerial level, co-chaired by the United Nations, is expected to be established to oversee the implementation of the framework.

23. The United Nations country teams in Haiti and the Dominican Republic will continue to meet regularly and have agreed to take their cooperation further, in particular on issues pertaining to migration, social services and governance. As cooperation between the Governments of the two countries increases, the United Nations is expected to increase its level of support to the joint resolution of binational issues.

E. Results-based-budgeting frameworks

24. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. Definitions of the terms used with respect to the six categories are contained in annex I.A to the present report.

Executive direction and management

25. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General									
Approved posts 2016/17	1	1	3	2	2	**9**	8	–	**17**
Proposed posts 2017/18	1	1	3	2	2	**9**	8	–	**17**
Net change	–	–	–	–	–	–	–	–	–

	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law)									
Approved posts 2016/17	1	1	3	3	1	**9**	4	1	**14**
Proposed posts 2017/18	1	1	3	3	1	**9**	4	1	**14**
Net change	–	–	–	–	–	–	–	–	–
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)									
Approved posts 2016/17	1	–	2	–	1	**4**	6	–	**10**
Proposed posts 2017/18	1	–	3	–	1	**5**	6	–	**11**
Net change (see table 2)	–	–	**1**	–	–	**1**	–	–	**1**
Conduct and Discipline Team									
Approved posts 2016/17	–	–	2	1	–	**3**	3	1	7
Proposed posts 2017/18	–	–	2	1	–	**3**	3	1	7
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved 2016/17	3	2	10	6	4	**25**	21	2	**48**
Proposed 2017/18	3	2	11	6	4	**26**	21	2	**49**
Net change	–	–	**1**	–	–	**1**	–	–	**1**

[a] Includes National Professional Officers and national General Service staff.

International staff: increase of 1 post

Table 2
Human resources: Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)

	Change	Level	Functional title	Post action	Description
Post	+1	P-4	HIV/AIDS Adviser	Redeployment	From the Office of the Chief of Mission Support
Net change	**+1**		(see table 1)		

26. The approved staffing establishment of the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) comprises 10 posts (1 Deputy Special Representative of the Secretary-General (Assistant Secretary-General), 1 Electoral Adviser (P-5), 1 Civil Society Coordination Officer (P-4), 1 Senior Assistant (Field Service), 2 Associate Coordination Officers (National Professional Officer), 3 Administrative/Team Assistants (national General Service), and 1 Driver (national General Service)). The Office of the Deputy Special Representative is mandated to ensure that the Mission, the humanitarian country team (through the Office for the Coordination of Humanitarian Affairs) and the United Nations country team, apply an integrated approach in the planning and implementation of the Mission's mandate. The Office of the Deputy Special Representative will continue to provide the platform for coordination and integrated planning with the United Nations agencies, aid agencies

and donor institutions in order to maximize synergies and avoid duplication of effort in the area of humanitarian and development activities, including the fight against HIV/AIDS.

27. Currently, the Mission has one HIV/AIDS Adviser post in the immediate Office of the Chief of Mission Support. The incumbent is responsible for providing awareness training to civilian and uniformed personnel, providing access to voluntary confidential counselling and testing services, and monitoring and evaluating mission-wide HIV/AIDS awareness and prevention programmes. Taking into consideration the fact that the fight against HIV/AIDS is part of the humanitarian activities coordinated by the Office of the Deputy Special Representative, the role of the HIV/AIDS Adviser will be expanded to include working with national entities on fighting HIV/AIDS in Haiti. Accordingly, it is proposed that the post of HIV/AIDS Adviser (P-4), as shown in table 2, be redeployed to the immediate Office of the Deputy Special Representative.

Component 1: security and stability

28. Component 1, which covers the activities of the Mission to assist the Government in maintaining a secure and stable environment in Haiti and to support the development of the national police, comprises: the Office of the Force Commander, the Office of the Police Commissioner, which includes the Border Management Unit, the Joint Operations Centre, the Community Violence Reduction Section and the Joint Mission Analysis Centre.

29. The component will continue to focus on two major objectives: (a) assistance to the Government in the maintenance of a secure and stable environment conducive to institutional reform, socioeconomic development and the protection of human rights by improving the security environment throughout Haiti; and (b) development of the national police into a professional and modern force, with high ethical standards and the operational capability to cover the entire territory of Haiti, ensuring security and stability through a quick-response capability as well as adequate management of the prison administration.

30. In order to support these objectives, the priorities for the 2017/18 period will be: (a) to build and support the capacity of the national police to maintain law and order, reinforce security in areas prone to violence and patrol the country's land and maritime borders; (b) to support the implementation of the strategic plan of the national police for the period 2017-2021, including further development of the corrections sector, particularly the implementation of the strategic development plan of the Directorate of Prison Administration; (c) to improve gender balance among Haitian police personnel and ensure that the concerns of women are taken into account in policy decisions regarding security and the rule of law; (d) to strengthen the capacity of specialized police units, including administrative and logistics functions; (e) to implement crime prevention strategies for at-risk urban communities historically prone to violence, through a community violence reduction approach; and (f) to have the military component continue to maintain a quick reaction military capability in order to assist the national police and the United Nations police in maintaining a secure and stable environment in Haiti.

31. MINUSTAH will also continue to support the development of the General Inspectorate of the national police by providing assistance in the preparation of its development plan aimed at increasing the number of staff deployed throughout the country and thereby increasing its ability to provide oversight of the police. The Mission will continue to work on the national community policing strategy, which strengthens ties between the national police and the population they serve. By applying a community engagement approach, through the community violence

reduction programme, the Mission will contribute to increased stability and security by mobilizing communities and local authorities to partner with the police, engage on the security threats they commonly face and jointly identify approaches for community-driven and State-supported sustainable solutions. In parallel, the programme will foster social cohesion and mitigation of conflict risk factors in communities vulnerable to gang victimization. These projects will focus particularly on at-risk youth and women, and their implementation will target socioeconomic vulnerability and insecurity and will provide alternative livelihoods to communities prone to violence.

Expected accomplishments	*Indicators of achievement*
1.1 Improved security environment throughout Haiti	1.1.1 Decrease in the annual ratio of homicides reported per 100,000 habitants (2015/16: 9.6; 2016/17: 9.5; 2017/18: 9.4)
	1.1.2 Decrease in the number of reported kidnappings at the national level per year (2015/16: 74; 2016/17: 60; 2017/18: 55)
	1.1.3 Decrease in the number of armed gangs reported to be active in the hotspot areas of Cité Soleil, Bel-Air and Martissant (2015/16: 16; 2016/17: 24; 2017/18: 22)
	1.1.4 Implementation by the national police of a nationwide crime prevention strategy supported by community policing

Outputs

- Daily joint patrols and operations planned and organized by the national police and formed police units within crime-prone areas in order to reinforce security
- Daily joint patrols and operations planned and organized by the national police and assisted by United Nations police and formed police units in order to secure land, maritime and air borders within 9 departments where police units and/or military forces are presently deployed (except the South-East Department)
- Provision of operational support to the national police, upon request, in securing nationwide key sites and installations, mainly by means of fixed and mobile checkpoints, by United Nations police, formed police units and troops, with major emphasis on Port-au-Prince and Cap-Haïtien
- Provision of daily support and advice, through co-location activities, to the national police for background checks of all cadets per promotion, to be performed prior to the conclusion of their basic training activities
- Provision of a quick-reaction military capability, upon request, to support the operational readiness of the quick-reaction capacity of the national police
- Joint sweeps and special joint operations throughout the 10 departments, upon request by the national police, for the arrest of gang members, including gang leaders, especially in and around the Port-au-Prince area
- Provision of daily technical support in the implementation of a national crime prevention strategy and community policing activities, as well as the establishment of a community security coordination committee

- Provision of support for the development of strategies on community policing throughout the national police departments, with a specific focus on sexual and gender-based violence crimes and safety issues affecting women and girls, through the organization of forums in 6 communes focusing on gender issues, violent crimes against women and at-risk youths and the conduct of group exercises involving real scenarios through the United Nations joint interim programme on police, justice and corrections
- Provision of technical advice and support to the Child Protection Brigade of the national police by means of field mission assessments and bi-monthly campaigns of sensitization on the subject of child trafficking at border admittance points
- Implementation of 23 community violence reduction projects in collaboration with ministries, local authorities, community groups and leaders and the United Nations country team in the areas of income generation, employment and entrepreneurship; security and stabilization; professional skills training; prevention of gender-based violence; and democratic governance and State legitimacy
- Implementation of 1 public outreach and community mediation project in support of community engagement, mobilization and participation to create an enabling environment for the reduction of conflict and insecurity, and fostering coordination between local authorities, communities, other national and international actors and the community violence reduction programme in order to determine needs, plan interventions and assess project impact
- Implementation of 2 sensitization and social mobilization activities for vulnerable groups in crime-prone areas to promote a culture of peace and raise awareness with regard to sexual and gender-based violence, including through the use of print and broadcast media outlets
- Implementation of 1 monitoring and evaluation project on the impact of the community violence reduction programme

Expected accomplishments	*Indicators of achievement*
1.2 Improved operational and institutional capacities of the Haitian National Police, with specialized units in place	1.2.1 Increase in the number of national police officers per 10,000 citizens (2015/16: 14.0; 2016/17: 15.0; 2017/18: 15.5)
	1.2.2 Increase in the number of female national police officers (2015/16: 1,051; 2016/17: 1,116; 2017/18: 1,249)
	1.2.3 Increase in the number of cases of sexual and gender-based violence investigated as a result of the enhanced investigation capacity of the national police (2015/16: 122; 2016/17: 164; 2017/18: 195)
	1.2.4 Increase in the number of advanced training courses provided to the national police (2016/17: 86; 2017/18: 100)

Outputs

- Provision of daily operational advice and support to the national police Recruitment Unit to improve its recruitment process to ensure the expected number of cadets per entry-level promotion and to strive to increase the percentage of female cadets
- Provision of daily support to the national police Recruitment Unit on the development of a sensitization campaign to increase the number of cadets per promotion, including 15 to 20 per cent female cadets
- Provision of daily support to the national police Recruitment Unit regarding background checks of all aspiring cadets before their admission into the police force

- Provision of daily operational advice and support to the national police to ensure that its officers participate in in-service training and specialized training programmes on community policing, general information and intelligence gathering, border policing, traffic policing, command and leadership, ethics, security governance, gender mainstreaming, information technology, techniques and tactics of intervention and the maintenance of order, crime statistics and analysis, crime scene management, transnational and organized crime management, counter-terrorism and disaster management, including specific training for officers of the Directorate of Prison Administration

- Provision of technical assistance on a weekly basis to national police instructors in specialized and in-service training through the train-the-trainers programme, particularly in the areas of human rights, prison security and incident management, traffic policing, border security and border management, countering trafficking of contraband and narcotics, intelligence-led policing, roles and responsibilities of supervisors, judicial policing, internal investigations, crowd control, community policing, forensics and coast guard service

- Daily supervision and mentoring by specialized trainers from MINUSTAH of all specialized and in-service training, including but not limited to training in crowd control, human rights, prison security and incident management, traffic, border security, firearms handling and qualification (annual), the rule and responsibility of commanders, physical education, judicial policing, judicial and administrative investigations, gender-based violence, and corrections and intervention units

- Provision of weekly technical support to the National Police Academy on the management support programme aimed at providing field training for 40 inspectors and 25 commissioners on the promotion of gender balance at senior levels, including senior and upper-middle managers of the Directorate of Prison Administration, including a benchmarking police exchange course, which allows foreign police forces to provide support in improving the management skills of national police officers, through an agreement signed with Police Communities of the Americas

- Provision of daily technical assistance to the national police on institution-building and capacity development of the units responsible for maintaining the integrity of borders, with a specific focus on maritime borders, through the Sea, Air, Border, Migration and Forest Police Directorate in Port-au-Prince, Cap-Haïtien, Les Cayes and Port-de-Paix, as well as the 3 international airports, in Port-au-Prince, Cap-Haïtien and Les Cayes, and the 4 official land border crossing points

- Provision of monthly technical advice to the national police unit combating sexual crimes, on the development of a database on cases of sexual and gender-based violence reported, investigated and referred to the justice system, including strengthening the unit with 6 additional police officers

- Provision of weekly technical assistance to the national police Coordination Office and 10 departmental coordination offices to ensure their capability to handle sexual and gender-based violence, including the organization of a workshop on the issue with the participation of the national police, prosecutors and magistrates and training of 45 specialized national police officers on sexual and gender-based violence

- Provision of technical assistance to the Ministry of Women's Affairs and Women's Rights through a study on progress achieved in the prevention of and response to sexual and gender-based violence, including concrete recommendations, and a validation workshop organized in collaboration with other ministries, United Nations agencies, women's organizations and other relevant stakeholders

- Conduct of 24 specialized training courses for a total of 800 national police officers on crowd control, sexual and gender-based violence, HIV and civilian protection, including building the capacity of the national police instructors in those areas

- Conduct of 40 awareness-raising sessions for a total of 1,000 national police officers on human rights, ethics and values, especially for the personnel working in police stations, the Motorized Intervention Brigade, the Tactical Warrants and Intervention Bureau, the Crowd Control and Tactical Unit and the Public Order Unit, including training trainers for the headquarters of those units

- Provision of daily technical assistance to the national police forensic laboratory and crime scene investigation teams with the objective of increasing the capacity of the police to respond to a crime scene
- Provision of support for women's participation in recruitment processes for the national police through regular information campaigns through radio, television and billboards, as well as through networks of women's organizations and groups

Other outputs proposed through the United Nations joint interim programme on police, justice and corrections

- Renovation of 10 commissariats and subcommissariats in order to improve the working conditions of the national police officers
- Provision of technical and logistical support to 200 crowd control units in terms of equipment to ensure that they are operational and capable of managing disruption to public order. The support includes provision of protective equipment to members of crowd control mobile units and a unified advance mobile command post for crowd control units
- Provision of an integrated ballistic identification system, to enable the national police to increase significantly identification of suspects committing serious crimes with firearms
- Construction/renovation of the Port Marigot commissariat in order to increase the effectiveness of the national police in providing policing services

Expected accomplishments	*Indicators of achievement*
1.3 Improved administrative and management capacities of the Haitian National Police, with relevant specialized units in place	1.3.1 Development and adoption of the strategic plan of the national police for the period 2017-2021 1.3.2 Increase in the rate of implementation of the budget of the national police, including sufficient and specific funding for the Directorate of Prison Administration (2015/16: 98 per cent; 2016/17: 98.5 per cent; 2017/18: 99 per cent) 1.3.3 Increase in the percentage of police school graduates assigned to the Directorate of Prison Administration (2015/16: 10 per cent; 2016/17: 10 per cent; 2017/18: 12 per cent)

Outputs

- Provision of weekly technical assistance to the national police on the continued enhancement of its budget and finance system, including adequate and specific allocation of resources to the Directorate of Prison Administration and a continued increase in the capacity of its procurement management system
- Conduct of quarterly meetings with the national police, including the Directorate of Prison Administration and international donors, to prepare proposals for technical and financial assistance for the development of administrative capacities, particularly in the areas of human resources management, logistics, supply, fleet management, facilities and communications
- Provision of technical support to the General Inspectorate of the national police and the Directorate of Prison Administration in the conduct of formal investigations following alleged incidents of staff misconduct or violations of inmate rights
- Collaboration on a daily basis with the Strategic Planning and Development Section of the national police on the implementation of the strategic plan of the national police for the period 2017-2021, including the development of specific action plans and the elaboration of follow-up mechanisms

- Provision of specialized training for continuous learning of the members of the Strategic Planning Directorate of the national police, together with communication tactics and materials to promote the strategic plan of the national police for the period 2017-2021, through the United Nations joint interim programme on police, justice and corrections
- Conduct of regular high-level advocacy activities with the leadership of the national police on increasing the proportion of police school graduates assigned to the Directorate of Prison Administration

Expected accomplishments	*Indicators of achievement*
1.4 Enhanced ability of the General Inspectorate of the Haitian National Police to provide oversight to the entire police institution	1.4.1 Increase in the number of staff of the General Inspectorate of the national police who are equitably deployed throughout the entire country, with consideration given to gender balance and administrative capacity to function in accordance with international norms (2015/16: 300; 2016/17: 300; 2017/18: 320)
	1.4.2 Development and approval of a strategic development plan for the General Inspectorate of the national police for 2017-2019
	1.4.3 Increase in the number of sanctions, such as the revocation or suspension of police duties, adopted by the Director General of the national police on the basis of the recommendations of the General Inspectorate (2015/16: 275; 2016/17: 300; 2017/18: 325)

Outputs

- Organization of 3 capacity-building training sessions for 25 newly assigned officers on police oversight and accountability mechanisms and preparation for police inspections conducted by the General Inspectorate of the national police
- Conduct of bimonthly meetings with the General Inspectorate of the national police on the implementation of the strategic development plan of the national police, including follow-up to the recommendations contained in the annual report of the General Inspectorate
- Provision of technical assistance to the General Inspectorate of the national police on the drafting, review and implementation of the strategic plan of the General Inspectorate for the period 2017-2019
- Provision of daily assistance to the national police, in conjunction with the Office of the Chief Inspector General, on the final implementation of the vetting of the integrity of the remaining 2,500 national police officers, as well as the vetting of the new recruits
- Provision of technical support and advice to the General Inspectorate, through bimonthly meetings to review and/or develop regulations related to the implementation of inspections and annual audits of the police services
- Provision of support to the national police to build and implement an accountability office, which will be responsible for responding within 1 month to the complaints and recommendations of individuals, and creating a more accessible communications system using text messaging and e-mail to correspond with applicants and to record feedback received from clients

Expected accomplishments	*Indicators of achievement*
1.5 Enhanced control of the country's air, land and maritime borders through the development and implementation of an integrated border management strategy	1.5.1 Strengthen the border security of the country by recruiting, training and deploying border police officers (2017/18: 50) 1.5.2 Development and delivery of a comprehensive training programme for Haitian immigration officers 1.5.3 Installation and implementation of the Interpol exchange information system and automated passport scanning system at all entry points in Haiti 1.5.4 Increase in the number of customs surveillance officers (2015/16: 320; 2016/17: 410; 2017/18: 500)

Outputs

- Provide technical expertise and support, through weekly meetings of the working group composed of the national police, the International Organization for Migration and MINUSTAH, for the deployment of the Haitian land border police
- Provision of technical support through biweekly meetings with the working group on immigration authority reform to draft the standard operating procedures for immigration officers, the curriculum for training and the implementation action plan for their information technology platform
- Weekly meetings with the working group on customs surveillance reform to strengthen the activities of the Customs Surveillance Directorate with the capability to carry out its fiscal, economic and protective mission in full concordance with the customs code and international treaties and regulations, through the preparation of standard operating procedures and proper distribution of well-trained customs surveillance officers to all ports of entry
- Provision of technical advice to the Haitian General Customs Administration and the Ministry of Economy and Finance through weekly meetings to draft guidelines on the improvement of security procedures at border crossing points, maritime ports and airports
- Provision of daily technical advice to the Sea, Air, Border, Migration and Forest Police Directorate through co-location of United Nations police officers at its headquarters to support the implementation of its strategic plan, including through support in drafting standard operating procedures for air, land and maritime border policing and through the training of specialized border police officers and their progressive deployment along the land border with the Dominican Republic

External factors

Haiti's electoral process will be concluded as planned, ending the existing political stalemate. The portion of the State budget allocated to the national police will be further increased and support by donors for establishing sustainable policing, including for community policing, increasing infrastructure capacity throughout the country (facilities and vehicles) and improving communications systems will continue. The number of armed gangs and the number of national police officers killed in the line of duty, figures that affect the sense of security/safety for individuals considering joining the force, will be maintained or reduced.

Table 3
Human resources: component 1, security and stability

Category	*Total*
I. Military contingents	
Approved 2016/17	**2 370**
Proposed 2017/18	**2 370**
Net change	–
II. United Nations police	
Approved 2016/17	**951**
Proposed 2017/18	**951**
Net change	–
III. Formed police units	
Approved 2016/17	**1 600**
Proposed 2017/18	**1 600**
Net change	–
IV. Government-provided personnel	
Approved 2016/17	**50**
Proposed 2017/18	**50**
Net change	–

	International staff								
V. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff[a]*	*United Nations Volunteers*	***Total***
Office of the Force Commander									
Approved posts 2016/17	–	1	–	–	1	**2**	2	–	**4**
Proposed posts 2017/18	–	1	–	–	1	**2**	2	–	**4**
Net change	–	–	–	–	–	–	–	–	–
Office of the Police Commissioner									
Approved posts 2016/17	–	2	5	–	1	**8**	16	8	**32**
Proposed posts 2017/18	–	2	5	–	1	**8**	16	8	**32**
Net change	–	–	–	–	–	–	–	–	–
Joint Mission Analysis Centre									
Approved posts 2016/17	–	–	1	2	1	**4**	–	2	**6**
Proposed posts 2017/18	–	–	1	2	1	**4**	–	2	**6**
Net change	–	–	–	–	–	–	–	–	–
Joint Operations Centre									
Approved posts 2016/17	–	–	2	3	–	**5**	1	1	**7**
Proposed posts 2017/18	–	–	2	3	–	**5**	1	1	**7**
Net change	–	–	–	–	–	–	–	–	–

V. Civilian staff	International staff: USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Community Violence Reduction Section									
Approved posts 2016/17	–	–	2	2	1	**5**	20	5	**30**
Proposed posts 2017/18	–	–	2	2	1	**5**	20	5	**30**
Net change	–	–	–	–	–	–	–	–	–
Subtotal, civilian staff									
Approved 2016/17	–	3	10	7	4	**24**	39	16	**79**
Proposed 2017/18	–	3	10	7	4	**24**	39	16	**79**
Net change	–	–	–	–	–	–	–	–	–
Total (I-V)									
Approved 2016/17	–	3	10	7	4	**24**	39	16	**5 050**
Proposed 2017/18	–	3	10	7	4	**24**	39	16	**5 050**
Net change	–	–	–	–	–	–	–	–	–

[a] Includes National Professional Officers and national General Service staff.

Component 2: democratic governance and State legitimacy

32. Component 2 reflects the assistance provided by MINUSTAH to the Government in strengthening democratic governance, consolidating the authority of the State and developing its institutions. The component incorporates the activities of the Political Affairs Section, the Civil Affairs Section, the Legal Affairs Section, the Communications and Public Information Section and the Regional Coordination Unit.

33. MINUSTAH will continue to undertake its good offices initiatives with a view to promoting political stability and the consolidation of democracy in Haiti, including through the building of consensus between the legislative and executive branches of the Government and the adoption and promulgation of key legislation, notably the revision and adoption of the electoral law and the law on political parties. The Mission will continue to play a role in civil society empowerment and support State and local institutions, including women's groups, jointly with the United Nations country team and other partners.

Expected accomplishments	*Indicators of achievement*
2.1 All-inclusive political dialogue and national reconciliation, taking into account the 30 per cent quota of women in public administration	2.1.1 Adoption of a legislative agenda mutually agreed upon by the executive branch and Parliament 2.1.2 Maintenance of the number of local authorities and civil society organizations, including women's groups, that are engaged in political dialogue, conflict resolution and management at the local level (2015/16: 50; 2016/17: 50; 2017/18: 50)

Outputs

- Conduct of bimonthly meetings with the President's main advisers to provide advice on an all-inclusive political process

- Support for consensus-building on the legislative agenda, notably the revision and adoption of the electoral law and the law on political parties and other legal texts relevant to the stability of Haiti, including through monthly meetings with the Presidents of the Senate and the Chamber of Deputies, the executive branch and representatives of political parties and civil society
- Support for consensus-building on the establishment of the constitutional council and the permanent electoral council, as set out in the Constitution, and other measures pursued by the authorities to consolidate institutional stability
- Facilitation of enhanced cooperation between the executive, the legislative and the judicial branches of Government
- Conduct of 1 workshop in 3 departments, in cooperation with women's organizations and the Ministry of Women's Affairs and Women's Rights, to validate the departmental action plans on key gender issues and laws identified in 2016 and 2017
- Provision of technical support to the national civil society organizations network for the organization of 10 focus groups with departmental and local authorities to strengthen and advocate for better State-society linkage and improve all-inclusive political dialogue
- Provision of technical support to 2 departments on at least a quarterly basis, in connection with departmental multisectoral technical roundtables and/or civil society consultations
- Conduct of a nationwide communications and public information campaign in support of political dialogue, national reconciliation, peace and the promotion of stable national institutions, through public advocacy and civic education using various communications tools, including MINUSTAH FM radio, strategic partners and the national media

Expected accomplishments	*Indicators of achievement*
2.2 Strengthened capacity of State institutions to provide services at the central and local levels	2.2.1 Formulation, with the Ministry of the Interior and Territorial Collectivities, of a gender-sensitive action plan to support the central coordination of delegations
	2.2.2 Steps taken towards the adoption of a new electoral law and the establishment of a permanent electoral council

Outputs

- Provision of technical assistance, through weekly meetings, on the drafting of the new electoral law
- Provision of technical assistance, through weekly meetings, on the structure and establishment of a permanent electoral institution
- Provision of advice, through weekly meetings, to the Electoral Council on the management of electoral operations
- Conduct of a nationwide communications and public information campaign in support of the participation of women and youth in strengthening State capacity, through public advocacy and civil education using various communications tools, including partnerships on joint projects with national entities and the national media
- Provision of at least 4 technical assistance meetings to the Directorate of Local Government at the Ministry of the Interior and Territorial Collectivities to advocate for key legal provisions and follow up on key priorities with respect to governance issues

- Organization and conduct of a workshop with the Ministry of the Interior and Territorial Collectivities to develop a gender-sensitive action plan on departmental administration and the coordination of departmental delegations
- Implementation of 60 quick-impact projects to strengthen State capacities to provide basic public services to the population, reinforce rule of law structures, support civil society engagement in good governance and provide opportunities to foster democracy in all 10 departments, with a higher concentration around the 2 regional offices

External factors

Political parties, in both the Government and the opposition, will be committed to advancing the legislative agenda and achieving critical national priorities. The electoral process will be completed before the start of the budget period.

Table 4
Human resources: component 2, democratic governance and State legitimacy

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	**Subtotal**	*National staff*[a]	*United Nations Volunteers*	**Total**
Political Affairs Section									
Approved posts 2016/17	–	1	5	2	1	**9**	6	–	**15**
Proposed posts 2017/18	–	1	5	2	1	**9**	6	–	**15**
Net change	–	–	–	–	–	–	–	–	–
Communications and Public Information Section									
Approved posts 2016/17	–	1	2	2	5	**10**	39	1	**50**
Proposed posts 2017/18	–	1	2	2	5	**10**	38	1	**49**
Net change (see table 5)	–	–	–	–	–	–	**(1)**	–	**(1)**
Regional Coordination Unit									
Approved posts 2016/17	–	–	2	–	–	**2**	–	–	**2**
Proposed posts 2017/18	–	–	2	–	–	**2**	–	–	**2**
Net change	–	–	–	–	–	–	–	–	–
Civil Affairs Section									
Approved posts 2016/17	–	–	3	7	1	**11**	20	4	**35**
Proposed posts 2017/18	–	–	3	7	1	**11**	19	4	**34**
Net change (see table 6)	–	–	–	–	–	–	**(1)**	–	**(1)**
Legal Affairs Section									
Approved posts 2016/17	–	–	3	1	1	**5**	2	–	**7**
Proposed posts 2017/18	–	–	3	1	1	**5**	2	–	**7**
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved 2016/17	–	2	15	12	8	**37**	67	5	**109**
Proposed 2017/18	–	2	15	12	8	**37**	65	5	**107**
Net change	–	–	–	–	–	–	**(2)**	–	**(2)**

[a] Includes National Professional Officers and national General Service staff.

Table 5
Human resources: Communications and Public Information Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Post	-1	NGS	Studio Technician	Abolishment	
Net change	**-1**		(see table 4)		

34. In the context of the consolidation of the Mission, as discussed in paragraph 14 of the present report, it is proposed that one post of Studio Technician (national General Service), as shown in table 5, be abolished.

Table 6
Human resources: Civil Affairs Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Post	-1	NGS	Team Assistant	Abolishment	
Net change	**-1**		(see table 4)		

35. In the context of the consolidation of the Mission, as discussed in paragraph 14 of the present report, it is proposed that one post of Team Assistant (national General Service), as shown in table 6, be abolished.

Component 3: rule of law and human rights

36. Component 3 covers the activities undertaken by MINUSTAH to assist the Government in the development of legal and judicial institutions and prison services to protect and advance human rights. It consists of the Model Jurisdictions Section, the Accountability, Institutional Support and Law Reform Section, the Corrections Unit and the Human Rights Section.

37. The Mission will focus on strengthening its support for the rule of law and the protection of human rights through a range of activities in the justice and security sectors. It will assist in the strengthening of fundamental accountability mechanisms, including the Superior Council of the Judiciary and the General Inspectorate of the national police, to ensure they operate in compliance with international criminal justice and human rights norms and standards. The functioning of justice institutions will be improved through assistance to the Ministry of Justice and Public Security and its Prosecution Inspection Office, as well as through the implementation of the national programme on legal aid, including for victims of sexual and gender-based violence and women and children in prolonged pretrial detention.

38. The reform of the criminal code and the criminal procedure code remains crucial for the improvement of the rule of law in Haiti. The electoral process is planned for completion before the start of the 2017/18 period. Once it is completed, the expected political stability should allow for the implementation of the reformed laws, which the Mission will support through technical advice as well as a wide-ranging public information campaign. MINUSTAH will also continue to push for improvements in the judicial system in the three model jurisdictions of Port-au-Prince, Cap-Haïtien and Les Cayes, with the aim of increasing the number of court hearings, thereby lowering the number of prisoners held in pretrial detention. Detention conditions will be improved through the renovation of the prison infrastructure and provision of expert support on the implementation of the action

plan of the Directorate of Prison Administration for 2017-2018 based on the finalization and endorsement of the strategic development plan of the Directorate of Prison Administration for 2017-2021. The roll-out of an electronic data management system in six prisons will be realized in cooperation with the United Nations country team through the United Nations joint interim programme on police, justice and corrections, which will improve prison conditions and also prepare the ground for the eventual withdrawal of MINUSTAH.

39. The efforts of the Mission, combined with those of other actors, should lead to increased compliance and engagement by the Government of Haiti with United Nations human rights instruments, mechanisms and bodies. To that end, the Mission will also ensure coordination of the relaunching of efforts to develop a national human rights action plan.

Expected accomplishments	*Indicators of achievement*
3.1 Progress in the strengthening and functioning of key accountability mechanisms in compliance with international human rights standards	3.1.1 The Superior Council of the Judiciary assumes its full role in providing oversight of the judiciary and judges are evaluated (2016/17: 0; 2017/18: 20)
	3.1.2 All allegations against judges are investigated by the Judicial Inspectorate of the Superior Council of the Judiciary (2015/16: 0; 2016/17: 60; 2017/18: 60)
	3.1.3 Increase in the number of cases of alleged human rights violations, the illegal use of lethal force and other alleged cases of misconduct, including sexual exploitation, investigated by the General Inspectorate of the national police that resulted in a recommendation of sanctions (2015/16: 150; 2016/17: 200; 2017/18: 250)
	3.1.4 Increase in the number of investigations of cases of the use of firearms by police officers to determine whether their use was justified under the national regulatory framework (2016/17: 0; 2017/18: 25)
	3.1.5 Increase in the number of police and judiciary proceedings concluded in relation to the most serious cases of human rights violations perpetrated between 1957 and 2004 (2015/16: 0; 2016/17: 1; 2017/18: 2)
	3.1.6 Enhancement of the capacity of the Prosecution Inspection Office of the Ministry of Justice and Public Security to perform inspections in tribunals of first instance throughout the country (2017/18: 5)

Outputs

- Provision of technical support and advice on the planning and undertaking of inspections of the Prosecution Inspection Office through 7 training sessions
- Conduct of 1 workshop in each appellate jurisdiction, 1 workshop for deans of all first instance courts and 1 regional workshop for justices of the peace on the evaluation process

- Conduct of bimonthly meetings, advocacy and support for the implementation of the evaluation mechanism in the 5 appellate jurisdictions, combined with specific monitoring in the 3 model jurisdictions (Port-au-Prince, Cap-Haïtien and Les Cayes)
- Provision of technical support through a curriculum of courses on gender and justice for the magistracy school and judicial actors
- Advocacy, through monthly meetings, with the Superior Council of the Judiciary and the Government to ensure that the Council assumes its role as the oversight body for misconduct by judges and investigates allegations of human rights violations, including sharing of information on misconduct of judges at the request of the certification commission for judges
- Monitoring of ongoing violations of human rights, including gender-based violations, and the publication of at least one report on the subject

Other outputs proposed through the United Nations joint interim programme on police, justice and corrections

- Recruitment of 2 experts to support the updating of the strategic plan of the Superior Council and holding of a three-day workshop with senior management of the Council
- Organization of a national workshop on dialogue with judges
- Conduct of an advocacy workshop on gender and the administration of justice for magistrates and prosecutors
- Provision of technical support to further implement a system for the evaluation of prosecutors through the United Nations joint interim programme on police, justice and corrections
- Provision of weekly technical assistance to the General Inspectorate of the national police through the sharing of investigative reports on alleged human rights violations and daily meetings with the Chief Inspector General to follow up on cases of alleged human rights violations, including the illegal use of lethal force and other alleged cases of misconduct and, when relevant, on sanctions by the Inspectorate General of the national police
- Provision of technical support and advice, through bimonthly meetings, to the Prosecution Inspection Office on planning inspections and provision of office and computer supplies
- Establishment of the terms of reference of the new structure of the Superior Council and the relevant organization chart and recruitment process
- Provision of technical assistance to the Superior Council of the Judiciary to establish a system for the evaluation of judges, update their personnel files and computerize the evaluation process, through the recruitment of an expert
- Recruitment of 1 expert to establish the virtual library of the Superior Council of the Judiciary
- Organization of a workshop with all concerned actors and provision of technical support to develop a national action plan for the Superior Council of the Judiciary to address serious human rights violations perpetrated between 1957 and 2004
- Provision of support to civil society organizations in documenting serious human rights violations perpetrated between 1957 and 2004

Expected accomplishments	*Indicators of achievement*
3.2 Progress in the functioning of key justice institutions, such as the Ministry of Justice and Public Security, the prosecution services, the establishment of juvenile courts nationwide and a national legal aid system	3.2.1. Implementation of a national legal aid programme for indigent individuals, including for victims of sexual and gender-based violence and women and children in prolonged pretrial detention

Outputs

- Provision of technical support and advice through bimonthly meetings on the implementation of the national programme on legal aid, including for victims of sexual and gender-based violence and women and children in prolonged pretrial detention

Expected accomplishments	*Indicators of achievement*
3.3 Progress towards completion, adoption and implementation of crucial law reform	3.3.1 Adoption and implementation of a new criminal code and a new criminal procedure code, including a sensitization campaign
	3.3.2 Adoption and implementation of laws on the organization of the Office of the Prosecutor, legal aid and the forensic institute, in the context of crucial law reform (2017/18:3)
	3.3.3 Preparation and implementation of the first Haitian national border policy by the Interministerial Technical Border Commission, with support from MINUSTAH
	3.3.4 Drafting of at least 4 protocols to provide for the involvement of key institutions (police, customs, immigration, agriculture) in border management
	3.3.5 Adoption by the Parliament of a legislative code on issues related to children

Outputs

- Provision of technical expertise and support on border management issues through weekly meetings with the Executive Secretary of the Interministerial Technical Border Commission and provision of 6 months of consultancy services for the preparation of the national border policy implementation plan
- Provision of support and advice, through weekly meetings, on the drafting of a legislative code on issues related to children
- Conduct of a communications and public information sensitization campaign, including the production of at least 5 radio and television programmes for the promotion of the new criminal code and the new criminal procedure code

Other outputs proposed through the United Nations joint interim programme on police, justice and corrections

- Provision of support through bimonthly meetings and technical advice to the reform commission in charge of the implementation of the criminal code and the criminal procedure code
- Provision of technical support through consultancy services to train at least 100 judicial personnel
- Provision of support through bimonthly meetings and technical advice to the reform commission in charge of reforming the law on the organization of the Office of the Prosecutor, legal aid and the forensic institute
- Drafting of the law on the functioning of the Office of the Prosecutor and internal rules of the Office of the Prosecutor, through consultancy services
- Training workshop for lawyers in 5 jurisdictions of the Court of Appeals and supply of equipment for the legal aid commission
- Drafting of the law on the expertise, list of experts and internal regulations of the Medico-Legal Institute, and training for coroners, crime scene management actors and staff who operate medical devices

- Drafting of the law on internal regulations of the Ministry of Justice and Public Security and organization of a workshop on that law
- Provision of logistical support through the organization of 8 workshops for 50 members of the bar associations, 20 judicial inspectors, 50 magistrates and 20 judicial police on the contents of the law on the organization of the Office of the Prosecutor, legal aid and the forensic institute and provision of office and computer supplies

Expected accomplishments	*Indicators of achievement*
3.4 Progress towards an efficient judicial system in 3 model jurisdictions (Port-au-Prince, Cap-Haïtien and Les Cayes)	3.4.1 Increase in the efficiency of the judicial system in 3 model jurisdictions by increasing the number of court hearings per year on penal cases in Cap-Haïtien, Les Cayes and Port-au-Prince (2015/16: Cap-Haïtien: 250, Les Cayes: 250, Port-au-Prince: 350; 2016/17: Cap-Haïtien: 300, Les Cayes: 300, Port-au-Prince: 420; 2017/18: Cap-Haïtien: 310, Les Cayes: 310, Port-au-Prince: 430)
	3.4.2 Increase in the number of cases closed by investigating judges in the 3 model jurisdictions in Cap-Haïtien, Les Cayes and Port-au-Prince (2015/16: Cap-Haïtien: 210, Les Cayes: 162, Port-au-Prince: 1,155; 2016/17: Cap-Haïtien: 252, Les Cayes: 195, Port-au-Prince: 1,270; 2017/18: Cap-Haïtien: 262, Les Cayes: 205, Port-au-Prince: 1,280)
	3.4.3 Decrease in the number of detainees awaiting trial for more than 2 years in the 3 model jurisdictions by 35 per cent (2015/16: 2031 persons; 2016/17: 1321 persons; 2017/18: 860 persons)
	3.4.4 Increase in the number of cases closed by legal aid offices in Cap-Haïtien and Les Cayes by 40 per cent (2015/16: Cap-Haïtien: 91, Les Cayes: 67; 2016/17: Cap-Haïtien: 135, Les Cayes: 100; 2017/18: Cap-Haïtien: 189, Les Cayes 140)
	3.4.5 Increase in the number of female, male and children detainees having access to legal aid in Cap-Haïtien and Les Cayes by 30 per cent (2015/16: Cap-Haïtien: 192, Les Cayes: 240; 2016/17: Cap-Haïtien: 288, Les Cayes: 360; 2017/18: Cap-Haïtien: 374, Les Cayes: 468)
	3.4.6 Increase in the number of victims of sexual and gender-based violence who receive assistance from the legal aid offices in Les Cayes and Cap-Haïtien by 20 per cent (2015/16: Cap-Haïtien: 25, Les Cayes: 0; 2016/17: Cap-Haïtien: 100, Les Cayes: 100; 2017/18: Cap-Haïtien: 120, Les Cayes: 120)

Outputs

- Provision of technical support through daily advocacy to the actors of the courts in the 3 model jurisdictions and monitoring of court hearings

- Provision of technical support to the legal aid offices in Les Cayes and Cap-Haïtien through the identification of detainees in pretrial detention, the distribution of files to the legal aid offices and the monitoring of activities of the legal aid offices
- Provision of technical support to court actors through daily advocacy for the effective implementation of immediate trial procedure
- Provision of technical support through weekly monitoring of new incarcerations for quick treatment of cases

Other outputs proposed through the United Nations joint interim programme on police, justice and corrections

- Provision of legal aid through the legal aid offices to victims of sexual and gender-based violence in the model jurisdictions in the North and South departments
- Provision of technical support through consultancy services for the implementation of a project in 1 of the model jurisdictions (North or South) on the management of the registry and evidence by secretarial staff and prosecution clerks, and provision of equipment for the clerk's office to protect evidence and establish an electronic record management system with specific training for relevant staff of the Court of First Instance
- Provision of legal aid through the legal aid offices to indigent individuals who have been detained awaiting trial and to women and children in the model jurisdictions in the North and South departments by 10 lawyers and 24 trainee lawyers full-time for 12 months, provision of specific training for 70 trainee lawyers of the 2 legal aid offices and procurement of legal documents

Expected accomplishments	*Indicators of achievement*
3.5 Enhanced infrastructure, health and sanitation in the Haitian corrections system	3.5.1 Development and implementation of the 2017/18 action plan to increase the efficiency of the Directorate of Prison Administration, in line with its strategic plan for the period 2017-2021
	3.5.2 Maintain the number of standard operating procedures being implemented in all prisons and maintain compliance with international human rights standards and norms on the treatment of prisoners (2015/16: 14; 2016/17: 14; 2017/18: 14)
	3.5.3 Implementation of the directive on the prevention and management of mental disorders in 6 prisons

Outputs

- Provision of technical support to the Directorate of Prison Administration through 3 workshops with Directorate of Prison Administration officials and national authorities and stakeholders to assess and enhance the evolution of the new Directorate of Prison Administration structure and support needed
- Daily co-location of MINUSTAH corrections officers within prisons in the 3 model jurisdiction locations, to provide advisory and technical support to national authorities on effective prison management
- Provision of support for the implementation of the directive on the prevention and management of mental disorders in prisons through 2 sensitization and 2 training sessions for skilled personnel

Expected accomplishments	*Indicators of achievement*
3.6 Reinforcement of the effectiveness of the provision of corrections services by the Directorate of Prison Administration	3.6.1 Implementation of an action plan based on the directive on gender of the Directorate of Prison Administration throughout all prisons and the Directorate
	3.6.2 Increase in the number of staff of the Directorate of Prison Administration that have increased their skills through specialized training (2016/17: 79; 2017/18: 209)
	3.6.3 Implementation of an inmate security scale in 2 prisons
	3.6.4 Operationalization of intelligence security units at the headquarters of the Directorate of Prison Administration and in all prisons (2015/16: 0; 2016/17: 1; 2017/18: 16)
	3.6.5 Increase in the number of prisons in which the automated fingerprints integrated system is implemented (2015/16: 0; 2016/17: 3; 2017/18: 9)

Outputs

- Monthly meetings to sensitize and support officials of the Directorate of Prison Administration in the development of an action plan for the implementation of the Directorate's gender policy
- Organization of 10 on-site training sessions on gender mainstreaming for prison staff
- Provision of advice and technical support, through 6 meetings, to the Directorate of Prison Administration on the implementation of an inmate security scale in 2 pilot prisons
- Organization of 3 meetings with the Directorate of Prison Administration to support the Directorate with the roll-out of prison security intelligence in 10 prisons

Other outputs proposed through the United Nations joint interim programme on police, justice and corrections

- Organization of 2 training sessions for 10 senior officials of the Directorate of Prison Administration per session in strategic management and leadership, 1 training session for 40 managerial staff in prison administration, 1 training session for 50 officers in basic prison management and 1 training session for 20 staff in administrative skills
- Installation and operationalization of the electronic data management system (AFIS) in prisons located in Arcahaie, Carrefour, Croix-des-Bouquets, Hinche, Mirebalais and Fort Liberté

Expected accomplishments	*Indicators of achievement*
3.7 Increased compliance and engagement by the Government of Haiti with United Nations human rights instruments, mechanisms and bodies	3.7.1 Increase in the number of recommendations by the United Nations human rights instruments, mechanisms and bodies, including the recommendations resulting from the universal periodic review, implemented by the Government (2015/16: 100; 2016/17: 22; 2017/18: 25)

3.7.2 The Government of Haiti accepts all requests for visits by the United Nations human rights special procedures and United Nations human rights officials (2015/16: 2; 2016/17: 1; 2017/18: 1)

3.7.3 Maintain the number of overdue reports by the Government of Haiti to human rights instruments, mechanisms and bodies on the implementation of their obligations to a minimum (2015/16: 1; 2016/17: 1; 2017/18: 1)

3.7.4 Relaunch by the Government of the process for the development of a national action plan containing all of the State's obligations on human rights

3.7.5 Reports to the international human rights mechanisms are completed (2017/18: 3)

Outputs

- Conduct of at least 2 meetings with Government agencies, the legislative and judicial branches, the Office for the Protection of Citizens and civil society organizations to ensure appropriate coordination for the relaunch of the process for the development of a national human rights action plan and follow-up on the engagement of the Government of Haiti with regard to the implementation of recommendations resulting from the universal periodic review and the ratification of key human rights instruments and on the preparation of reports to the human rights treaties bodies, namely, the Committee on Economic, Social and Cultural Rights
- Conduct of at least 4 meetings with government entities and/or the Interministerial Committee on Human Rights for the drafting and submission of initial and/or periodic reports on human rights instruments ratified by Haiti
- Organization of at least 1 press conference to publicize visits of the special procedures of the Human Rights Council and United Nations human rights officials and to share their findings on the human rights situation in Haiti
- Conduct of at least 1 workshop to launch the national action plan on human rights to be published and endorsed by the Government

Other outputs proposed through the United Nations joint interim programme on police, justice and corrections

- Development of a plan to record past human rights violations through the organization of 2 meetings and the development of a database with national actors through the United Nations joint interim programme on police, justice and corrections
- Organization of awareness-raising activities in celebration of at least 1 Human Rights Day, involving youth and women's organizations, through outreach advocacy groups, radio and television programming and the distribution of promotional materials, to increase the advocacy capacity of youth and women's organizations through the United Nations joint interim programme on police, justice and corrections

External factors

Donors will continue to provide funding to support institutional capacity-building in the rule of law sector. The United Nations country team will increase support for the Government and the Parliament in implementing the rule of law agenda and adhering to their commitments regarding reform of the judiciary and the prison administration. National human rights and rule of law institutions will continue to commit to investigating human rights violations and will continue to cooperate in taking action against police and public officials suspected of such violations.

Table 7
Human resources: component 3, rule of law and human rights

Civilian staff	International staff								
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Accountability, Institutional Support and Law Reform Section									
Approved posts 2016/17	–	–	3	–	–	**3**	7	–	**10**
Proposed posts 2017/18	–	–	3	–	–	**3**	7	–	**10**
Net change	–	–	–	–	–	–	–	–	–
Model Jurisdictions Section									
Approved posts 2016/17	–	–	2	2	–	**4**	13	2	**19**
Proposed posts 2017/18	–	–	2	2	–	**4**	12	2	**18**
Net change (see table 8)	–	–	–	–	–	–	**(1)**	–	**(1)**
Human Rights Section									
Approved posts 2016/17	–	1	4	7	–	**12**	17	3	**32**
Proposed posts 2017/18	–	1	5	7	–	**13**	17	3	**33**
Net change (see table 9)	–	–	**1**	–	–	**1**	–	–	**1**
Child Protection Unit									
Approved posts 2016/17	–	–	1	–	–	**1**	–	–	**1**
Proposed posts 2017/18	–	–	–	–	–	–	–	–	–
Net change (see table 10)	–	–	**(1)**	–	–	**(1)**	–	–	**(1)**
Gender Unit									
Approved posts 2016/17	–	–	1	–	–	**1**	4	1	**6**
Proposed posts 2017/18	–	–	1	–	–	**1**	3	1	**5**
Net change (see table 11)	–	–	–	–	–	–	**(1)**	–	**(1)**
Corrections Unit									
Approved posts 2016/17	–	–	1	2	–	**3**	6	1	**10**
Proposed posts 2017/18	–	–	1	2	–	**3**	6	1	**10**
Net change	–	–	–	–	–	–	–	–	–
Border Management Unit									
Approved posts 2016/17	–	–	3	–	–	**3**	2	–	**5**
Proposed posts 2017/18	–	–	3	–	–	**3**	2	–	**5**
Net change	–	–	—	–	–	–	–	–	–
Total									
Approved 2016/17	–	1	15	11	–	**27**	49	7	**83**
Proposed 2017/18	–	1	15	11	–	**27**	47	7	**81**
Net change	–	–	–	–	–	–	**(2)**	–	**(2)**

[a] Includes National Professional Officers and national General Service staff.

National staff: decrease of 2 posts

Table 8
Human resources: Model Jurisdiction Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Post	-1	NPO	Judicial Affairs Officer	Abolishment	
Net change	**-1**		(see table 7)		

40. In the context of the consolidation of the Mission, as discussed in paragraph 14 of the present report, it is proposed that one post of Judicial Affairs Officer (National Professional Officer) as shown in table 8, be abolished.

Table 9
Human resources: Human Rights Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Post	+1	P-4	Child Protection Adviser	Redeployment	From the Child Protection Unit
Net change	**+1**		(see table 7)		

41. The approved staffing establishment of the Human Rights Section comprises 32 posts (1 Chief Human Rights Officer (D-1), 1 Senior Human Rights Officer (P-5), 12 Human Rights Officers (3 P-4, 5 P-3, 1 National Professional Officer and 3 United Nations Volunteers), 8 Associate Human Rights Officers (2 P-2 and 6 National Professional Officers), 3 Assistant Human Rights Officers (National Professional Officers), 2 Administrative/Programme Assistants (national General Service), 4 Human Rights Assistants (national General Service) and 1 Team Assistant (national General Service)). The mandate of the Human Rights Section includes providing support to the Haitian Government, as well as to Haitian human rights institutions and groups, in their efforts to promote and protect human rights, particularly of women and children, in order to ensure individual accountability for human rights abuses and redress for victims. Furthermore, the Section works in collaboration with other partners to provide advice and assistance, within its capacity, to the Government of Haiti in the areas of investigation of human rights violations, including children's rights, and violations of international humanitarian law, in collaboration with the Office of the United Nations High Commissioner for Human Rights, to put an end to impunity.

42. The mandate of the Child Protection Unit is to mainstream child protection concerns across the Mission and seek coordinated advocacy with the Government: (a) to ensure that relevant child protection issues are addressed and that all key actors and mechanisms within the Mission adopt a child-conscious approach to their respective tasks; (b) to plan and conduct all induction and specialized training programmes for military, police and civilian personnel in the context of mainstreaming the protection, rights and well-being of children; (c) to monitor and report on grave child rights violations/abuses; and (d) to provide technical expertise to Mission counterparts, the Government, the United Nations country team and partners for the development of policies and strategies in response to issues related to the rule of law, including trafficking, children affected by armed violence and sexual violence, and juvenile justice. In the context of the consolidation of the Mission's activities, the activities pertaining to the mandate of child protection will be implemented by the Human Rights Section. Consequently, MINUSTAH will retain an Adviser on Child Protection matters, rather than having an entire Unit.

Accordingly, it is proposed that one post of Child Protection Adviser (P-4), as shown in table 9, be redeployed to the Human Rights Section from the Child Protection Unit.

Table 10
Human resources: Child Protection Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Post	-1	P-4	Child Protection Adviser	Redeployment	To the Human Rights Section
Net change	**-1**		(see table 7)		

43. In the light of the proposed consolidation of the activities of the Child Protection Unit, as discussed in paragraph 42 above, it is proposed that the Child Protection Unit be abolished and that the post of Child Protection Adviser (P-4), as shown in table 10, be redeployed to the Human Rights Section in order to achieve maximum synergies and leverage the already existing expertise in the area of human rights issues.

Table 11
Human resources: Gender Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Post	-1	NPO	Associate Gender Affairs Officer	Abolishment	
Net change	**-1**		(see table 7)		

44. In the context of the consolidation of the Mission, as discussed in paragraph 14 of the present report, it is proposed that one post of Associate Gender Affairs Officer (National Professional Officer), as shown in table 11, be abolished.

Component 4: support

45. The support component will continue to provide effective and efficient logistical, administrative and security services in support of the implementation of the mandate of the Mission through the delivery of related outputs and the introduction of service improvements and the realization of efficiency gains. Support will be provided to the authorized strength of 2,370 military contingent personnel, 1,600 formed police personnel, 951 United Nations police and 50 corrections officers, as well as to 319 international staff, 916 national staff and 94 United Nations Volunteers. The range of support will comprise all support services, including personnel, administration, contract management, finance, environmental compliance, aviation safety, procurement, staff counselling, welfare, maintenance and construction of office and accommodation facilities, air and surface transport operations, information and communications technology and health-care services, as well as the provision of security services Mission-wide. In addition, the Mission will continue its efforts to secure and improve the use and functions of Umoja. The Mission will continue to provide aviation services that are safe, reliable, effective and cost-efficient through the improved integration of military aviation assets into the regular flight schedule. To improve the comparability and accountability for the performance of these services, the component has strengthened its result-based-budgeting framework.

Expected accomplishments	*Indicators of achievement*
4.1 Rapid, effective, efficient and responsible support services for the Mission	4.1.1 Percentage of approved flight hours utilized (excluding search and rescue, medical evacuation/casualty evacuation) (2015/16: 115 per cent; 2016/17: ≥ 90 per cent; 2017/18: ≥ 90 per cent)
	4.1.2 Cancelled prior-year budget obligations as a percentage of prior-period obligations carried forward (2015/16: 19.5 per cent; 2016/17: ≤ 5 per cent; 2017/18: ≤ 5 per cent)
	4.1.3 Average annual percentage of authorized international posts vacant (2015/16: 14.0 per cent; 2016/17: 13 per cent; 2017/18: 13 per cent)
	4.1.4 Average annual percentage of female international civilian staff (2015/16: 29 per cent; 2016/17: ≥ 30 per cent; 2017/18: ≥ 32 per cent)
	4.1.5 Average number of working days for roster recruitments, from closing of the job opening to selection, for all international staff selections (2015/16: 49; 2016/17: ≤ 50; 2017/18: ≤ 48)
	4.1.6 Average number of working days for post-specific recruitments, from closing of the job opening to selection, for all international staff selections (2015/16: 404; 2016/17: n/a; 2017/18: ≤ 130)
	4.1.7 Overall score on the Department of Field Support environmental management scorecard (2017/18: 100 per cent)
	4.1.8 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2016/17: ≥ 85 per cent; 2017/18: ≥ 85 per cent)
	4.1.9 Compliance with the field occupational safety risk management policy (2015/16: 65 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)
	4.1.10 Overall score on the Department of Field Support property management index based on 20 underlying key performance indicators (2015/16: 1,403; 2016/17: ≥ 1,800; 17/18: ≥ 1,800)
	4.1.11 Percentage of contingent personnel in United Nations accommodations that are compliant with standards on 30 June, in line with memorandums of understanding (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

	4.1.12 Compliance with United Nations standards for delivery, quality and stock management of rations (2015/16: 95 per cent; 2016/17: ≥ 95 per cent; 2017/18: ≥ 95 per cent)

Outputs

Service improvements

- Implementation of the mission-wide environmental action plan in line with the Department of Field Support environment strategy
- Support to the implementation of the Department of Field Support supply chain management strategy and blueprint

Aviation services

- Operation and maintenance of 6 aircraft (1 fixed-wing, 5 rotary-wing)
- Provision of a total of 2,100 planned flight hours (600 from commercial providers, 1,500 from military providers) for all services, including passenger, cargo, patrols and observation, search and rescue, casualty and medical evacuation services
- Oversight of aviation safety standards for 6 aircraft and 103 airports, airfields and landing sites

Budget, finance and reporting services

- Provision of budget, finance and reporting services for a budget of $336.6 million, in line with delegated authority
- Finalization of annual financial statements for the Mission in compliance with the International Public Sector Accounting Standards and the United Nations Financial Regulations and Rules

Civilian personnel services

- Provision of human resource services for up to 1,329 authorized civilian personnel (319 international staff, 916 national staff and 94 United Nations Volunteers), including support for claims, entitlements and benefits processing, recruitment, post management, budget preparation and staff performance management, in line with delegated authority
- Provision of in-Mission training courses to 902 civilian personnel and support for training outside of the Mission for 48 civilian personnel
- Support for the processing of 2,636 requests for travel within the Mission area and 181 for travel outside of the Mission for non-training purposes, and 48 requests for travel for training purposes for civilian personnel

Facility, infrastructure and engineering services

- Maintenance and repair services for 87 mission sites in 30 locations
- Implementation of 11 maintenance, renovation and alteration projects, including maintenance of 10 km of roads, 1 airfield and 11 helicopter landing sites
- Operation and maintenance of 246 United Nations-owned generators, 58 light towers and 16 welding generators, in addition to the electricity services contracted from the local government for 2 sites

- Operation and maintenance of United Nations-owned water supply and treatment facilities (33 wells/boreholes and 11 water treatment and purification plants) and support to 32 contingent-owned facilities at 19 sites, in addition to 2 local contractors for 2 sites and 1 Government provider for 4 sites providing raw and city water supply services
- Provision of waste management services, including liquid and solid waste collection and disposal, at 38 sites
- Provision of cleaning, ground maintenance, pest control and laundry services at 56 sites

Fuel management services

- Management of supply and storage of 18,239,187 litres of fuel (1,071,031 for air operations, 3,108,156 for ground transportation and 14,060,000 for generators and other facilities) and of oil and lubricants across 20 distribution points and 4 storage facilities

and telecommunications technology services

- Provision of and support for 2,562 handheld portable radios, 759 mobile radios for vehicles and 102 base station radios
- Operation and maintenance of 14 FM radio broadcast stations and 10 radio production facilities
- Operation and maintenance of a network for voice, fax, video and data communication, including 9 very small aperture terminals, 23 telephone exchanges and 100 microwave links, and provision of satellite and mobile telephone service plans
- Provision of and support for 2,041 computing devices and 319 printers for an average strength of 2,177 civilian and uniformed end users, in addition to 159 computing devices and 16 printers for the connectivity of contingent personnel, as well as other common services
- Support and maintenance of 19 local area networks and 18 wide area networks at 19 sites
- Analysis of geospatial data covering 27,750 km^2, maintenance of topographic and thematic layers and production of 29 maps

Medical services

- Operation and maintenance of United Nations-owned medical facilities (3 level I clinics and 1 dispensary) and support for contingent-owned medical facilities (18 level I clinics, 1 level II hospital and 2 dispensaries) in 25 locations and maintenance of contractual arrangements with 1 level III hospital
- Maintenance of medical evacuation arrangements to 1 level II and 1 level III medical facilities in 2 locations inside and outside the Mission area

Supply chain management services

- Provision of planning and sourcing support for the acquisition of goods and commodities at an estimated value of $36.4 million, in line with delegated authority
- Receipt, management and onward distribution of up to 12,000 tons of cargo within the Mission area
- Management, accounting and reporting of property, plant and equipment, financial and non-financial inventories and equipment below the threshold, with a total historical cost of $216.6 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation, and repatriation of a maximum strength of 4,921 authorized military and police personnel (63 military staff officers, 2,307 contingent personnel, 951 United Nations police officers and 1,600 formed police personnel) and 50 Government-provided personnel
- Inspection, verification and reporting on contingent-owned major equipment and self-sustainment compliance for 21 military and formed police units at 26 geographical sites
- Supply and storage of rations, combat rations and water for an average strength of 3,899 military contingent and formed police personnel
- Support for the processing of claims and entitlements for an average strength of 4,517 military and police personnel and 43 Government-provided personnel
- Support for the processing of 948 in-Mission and 61 outside-Mission travel requests for non-training purposes

Vehicle management and ground transportation services

- Operation and maintenance of 679 United Nations-owned vehicles (558 light passenger vehicles, 100 special purpose vehicles, 6 ambulances and 15 armoured vehicles), 61 other specialized vehicles, trailers and attachments and 3 main workshop and repair facilities, and provision of transport, road safety and shuttle services

Security

- Provision of security services 24 hours a day, 7 days a week, for the entire Mission area
- Provision of close protection 24 hours a day to senior Mission staff and visiting high-level officials
- Conduct of Mission-wide site security assessments, including residential surveys for 150 residences
- Conduct of 18 information sessions on security awareness and contingency plans for all Mission staff
- Induction security training and primary fire training/drills for all new Mission staff
- Conduct of training on safe and secure approaches in field environments for 200 staff members

Conduct and discipline

- Continue the implementation of a three-pronged conduct and discipline strategy for all military, police and civilian personnel consisting of prevention of misconduct, enforcement of United Nations standards of conduct, and outreach activities and remedial action through victim assistance

HIV/AIDS

- Operation and maintenance of HIV voluntary confidential counselling and testing facilities for all Mission personnel
- HIV sensitization programme, including peer education, for all Mission personnel

External factors

Several factors may have an impact on the ability to deliver proposed outputs as planned, including changes in the political, security, economic and humanitarian context, other instances of force majeure, changes in the mandate during the reporting period and variances in host Government compliance with the provisions of the status-of-mission agreement

Table 12
Human resources: component 4, support

Civilian staff	International staff: USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Security Section									
Approved posts 2016/17	–	–	1	6	43	**50**	168	2	**220**
Proposed posts 2017/18	–	–	1	5	43	**49**	163	2	**214**
Net change (see table 13)	–	–	–	**(1)**	–	**(1)**	**(5)**	–	**(6)**
Division of Mission Support									
Office of the Chief of Mission Support									
Approved posts 2016/17	–	1	5	7	13	**26**	26	2	**54**
Proposed posts 2017/18	–	1	4	7	13	**25**	26	2	**53**
Net change (see table 14)	–		**(1)**	–	–	**(1)**	–	–	**(1)**
Administrative Services									
Approved posts 2016/17	–	–	5	3	14	**22**	162	9	**193**
Proposed posts 2017/18	–	–	5	3	14	**22**	160	9	**191**
Net change (see tables 15 and 16)	–	–	–	–	–	–	**(2)**	–	**(2)**
Integrated Support Services									
Approved posts 2016/17	–	–	11	20	78	**109**	400	51	**560**
Proposed posts 2017/18	–	–	11	20	78	**109**	395	51	**555**
Net change (see tables 17-22)	–	–	–	–	–	–	**(5)**	–	**(5)**
Total									
Approved 2016/17	–	1	22	36	148	**207**	756	64	**1 027**
Proposed 2017/18	–	1	21	35	148	**205**	744	64	**1 013**
Net change	–	–	**(1)**	**(1)**	–	**(2)**	**(12)**	–	**(14)**

[a] Includes National Professional Officers and national General Service staff.

International staff: decrease of 2 posts

National staff: decrease of 12 posts

Table 13
Human resources: Security Section

	Change	Level	Functional title	Post action	Description
Posts	-1	P-3	Coordination Officer	Abolishment	
	-5	NGS	Field Security Guards		
Net change	**-6**		(see table 12)		

46. In the context of the consolidation of the Mission, as discussed in paragraph 14 of the present report, it is proposed that one post of Coordination Officer (P-3) and 5 posts of Field Security Guard (national General Service), as shown in table 13, be abolished.

Office of the Chief of Mission Support

Table 14
Human resources: Immediate Office of the Chief of Mission Support

	Change	*Level*	*Functional title*	*Post action*	*Description*
Post	-1	P-4	HIV Adviser	Redeployment	To the Office of Deputy Special Representative of the Secretary-General/ Resident Coordinator/Humanitarian Coordinator
Net change	**-1**		(see table 12)		

47. The justification for the proposed redeployment of one post of HIV Adviser (P-4), as shown in table 14, is provided in paragraphs 26 and 27 of the present report.

Administrative Services

Table 15
Human resources: Immediate Office of the Chief of Administrative Services

	Change	*Level*	*Functional title*	*Post action*	*Description*
Post	-1	NGS	Staff Assistant	Abolishment	
Net change	**-1**		(see table 12)		

48. In the context of the consolidation of the Mission and taking into consideration the efficiencies resulting from the implementation of Umoja, as discussed in paragraph 14 of the present report, it is proposed that one post of Staff Assistant (national General Service), be abolished.

Table 16
Human resources: Personnel Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Post	-1	NGS	Administrative Assistant	Abolishment	
Net change	**-1**		(see table 12)		

49. In the context of the consolidation of the Mission, and taking into consideration the efficiencies resulting from the implementation of Umoja, as discussed in paragraph 14 of the present report, it is proposed that one post of Administrative Assistant (national General Service), as shown in table 16, be abolished.

Integrated Support Services

Table 17
Human resources: Property Management Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Post	-1	NGS	Property Disposal Assistant	Abolishment	
Net change	**-1**		(see table 12)		

50. In the context of the consolidation of the Mission, as discussed in paragraph 14 of the present report, it is proposed that one post of Property Disposal Assistant (national General Service), as shown in table 17, be abolished.

Engineering Section

Table 18
Human resources: Water and Sanitation Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Post	+1	NGS	Water and Sanitation Assistant	Reassignment	From the Aviation Section
Net change	**+1**		(see table 12)		

51. The approved staffing establishment of the Water and Sanitation Unit comprises 12 posts (1 Water and Sanitation Engineer (P-3), 1 Engineering Technician (Field Service), 6 Water and Sanitation Assistants (national General Service), 2 Plumbers (national General Service), 1 Administrative Assistant (national General Service) and 1 Civil and Water Sanitation Engineer (United Nations Volunteer). The Water and Sanitation Unit is mandated to analyse, plan, design, construct and manage water supply and wastewater systems, including abstraction, collection, treatment, supply and discharge. At the current staffing levels, the Water and Sanitation Unit is facing problems maintaining 28 wastewater treatment plants and 11 water treatment plants and ensuring that water is supplied to 14 military premises, 11 formed police unit locations, 41 United Nations police co-locations and 13 premises hosting civilian personnel.

52. In the context of the continued consolidation of the Mission, and given the importance of water and sanitation activities, MINUSTAH will reprioritize its resources by exploring efficiencies and reorganizing the work of the Aviation Section without compromising its effectiveness. In that regard, it is proposed that one post of Air Operations Assistant be reassigned to the Water and Sanitation Unit in the Engineering Section for a Water and Sanitation Assistant. The incumbent will ensure the provision of adequate services for waste and water treatment, including by preparing the requisitions for spare parts, chemicals and reagents for water treatment in a timely manner, implementing actions from daily, weekly and monthly wastewater treatment plant operators' reports, ensuring that wastewater treatment plants are repaired when required, decommissioning/reinstalling wastewater plants and supervising water truck deliveries and wastewater truck collections and disposals.

Table 19
Human resources: Aviation Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Post	-1	NGS	Air Operations Assistant	Reassignment	To the Water and Sanitation Unit
Net change	**-1**		(see table 12)		

53. In the context of the continued consolidation of the Mission, as discussed in paragraph 52 of the present report, it is proposed that one post of Air Operations Assistant, as shown in table 19, be reassigned to the Water and Sanitation Unit.

Table 20
Human resources: Movement Control Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	FS	Movement Control Officer	Redeployment	From the Transport Section
	+15	NGS	Heavy Truck Drivers		
	-1	NPO	Movement Control Officer	Abolishment	
Net change	**+15**		(see table 12)		

54. The approved staffing establishment of the Movement Control Section comprises 36 posts (1 Chief Movement Control Officer (P-4), 2 Movement Control Officers (1 Field Service and 1 National Professional Officer), 32 Movement Control Assistants (4 Field Service, 26 national General Service and 2 United Nations Volunteers) and 1 Administrative Assistant (national General Service)). The Section is responsible for planning, coordinating and executing the deployment, rotation and repatriation of military and formed police personnel and the deployment and repatriation of contingent and formed-police-owned equipment from its deployment location within the Mission area to its home country. The Section is responsible for coordinating the safe, efficient and effective movement of approximately 15,000 passengers and 2,000 tons of cargo within the Mission area using long-term charter aircraft and a combination of United Nations-owned and contracted vehicles and maritime vessels.

55. In order to streamline the management of the movement control activities and ensure clearer channels of communication to improve the coordination and responsiveness of the Movement Control Section, it is proposed to move the Heavy Dispatch Unit, which is currently part of the Transport Section, to the Movement Control Section. The realignment will ensure that the Transport Section focuses its efforts and resources on its core mission of servicing vehicles, while allowing the Movement Control Section to coordinate the transportation of cargo within the Mission area. In that regard, it is proposed that one post of Movement Control Officer (Field Service) and 15 posts of Heavy Truck Driver, as shown in table 20 above, be redeployed from the Transport Section to the Movement Control Section.

56. In the context of the consolidation of the Mission, as discussed in paragraph 14 of the present report, it is proposed that one post of Movement Control Officer (National Professional Officer), as shown in table 20, be abolished.

Table 21
Human resources: Transport Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	NGS	Vehicle Technician	Abolishment	
	-1	NGS	Light Vehicle Driver		
	-1	FS	Transport Assistant	Redeployment	To the Movement Control Section
	-15	NGS	Heavy Transport Drivers		
Net change	**-18**		(see table 12)		

57. In the context of the consolidation of the Mission, as discussed in paragraph 14 of the present report, it is proposed that one post of Vehicle Technician (national General Service) and one post of Light Passenger Vehicle Driver (national General Service), as shown in table 21, be abolished.

58. The redeployment of the 16 posts shown in table 21 is discussed in paragraphs 54 and 55 of the present report.

Table 22
Human resources: Supply Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Post	-1	NGS	Supply Assistant	Abolishment	
Net change	**-1**		(see table 12)		

59. In the context of the consolidation of the Mission, and taking into consideration the efficiencies resulting from the implementation of Umoja, as discussed in paragraph 14 of the present report, it is proposed that one post of Supply Assistant (national General Service), as shown in table 22, be abolished.

II. Financial resources

A. Overall

(Thousands of United States dollars; budget year is 1 July to 30 June.)

Category	Expenditures (2015/16)	Apportionment (2016/17)	Cost estimates (2017/18)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	–	–	–	–	–
Military contingents	76 584.7	72 541.7	76 741.0	4 199.3	5.8
United Nations police	45 867.3	50 172.9	36 921.7	(13 251.2)	(26.4)
Formed police units	51 235.8	51 388.4	54 720.0	3 331.6	6.5
Subtotal	**173 687.8**	**174 103.0**	**168 382.7**	**(5 720.3)**	**(3.3)**
Civilian personnel					
International staff	63 601.2	57 286.3	57 788.6	502.3	0.9
National staff	25 210.4	20 874.4	18 530.1	(2 344.3)	(11.2)
United Nations Volunteers	5 202.0	6 052.0	4 675.3	(1 376.7)	(22.7)
General temporary assistance	653.1	–	–	–	–
Government-provided personnel	2 655.2	2 920.2	2 650.5	(269.7)	(9.2)
Subtotal	**97 321.9**	**87 132.9**	**83 644.5**	**(3 488.4)**	**(4.0)**
Operational costs					
Civilian electoral observers	–	–	–	–	–
Consultants	1 023.7	1 300.3	1 195.4	(104.9)	(8.1)
Official travel	3 467.2	2 732.6	2 316.3	(416.3)	(15.2)
Facilities and infrastructure	25 603.4	38 636.3	33 558.2	(5 078.1)	(13.1)
Ground transportation	5 339.3	4 407.6	4 238.4	(169.2)	(3.8)
Air operations	11 161.1	8 116.7	8 148.4	31.7	0.4
Naval transportation	335.3	–	–	–	–
Communications	5 890.8	7 092.1	6 507.4	(584.7)	(8.2)
Information technology	7 730.0	5 777.3	5 344.6	(432.7)	(7.5)
Medical	954.6	1 565.1	1 387.9	(177.2)	(11.3)
Special equipment	–	–	–	–	–
Other supplies, services and equipment	18 490.2	12 062.8	18 878.6	6 815.8	56.5
Quick-impact projects	3 999.8	3 000.0	3 000.0	–	–
Subtotal	**83 995.4**	**84 690.8**	**84 575.2**	**(115.6)**	**(0.1)**
Gross requirements	**355 005.1**	**345 926.7**	**336 602.4**	**(9 324.3)**	**(2.7)**
Staff assessment income	9 798.2	8 406.5	8 107.8	(298.7)	(3.6)
Net requirements	**345 206.9**	**337 520.2**	**328 494.6**	**(9 025.6)**	**(2.7)**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**355 005.1**	**345 926.7**	**336 602.4**	**(9 324.3)**	**(2.7)**

B. Non-budgeted contributions

60. The estimated value of non-budgeted contributions for the period from 1 July 2017 to 30 June 2018 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-mission agreement[a]	2 921.4
Voluntary contributions in kind (non-budgeted)	–
Total	**2 921.4**

[a] Represents the estimated value of the waivers of departure/airport taxes, landing fees and customs duties.

C. Efficiency gains

61. The cost estimates for the period from 1 July 2017 to 30 June 2018 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Commercial communications	79.2	Substantial improvements to the Mission's microwave backbone ring will allow it to reduce its reliance on regional leased lines
Engineering	123.9	The segregation and recycling of solid waste at the source is estimated to reduce approximately 3,698 m^3 of solid waste to be collected by the contractor for disposal, leading to reduced costs
Umoja benefits realization	54.5	Three posts are proposed for abolishment in the areas of human resources management, administrative services and supply chain management
Total	**257.6**	

D. Vacancy factors

62. The cost estimates for the period from 1 July 2017 to 30 June 2018 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2015/16*	*Budgeted 2016/17*	*Projected 2017/18*
Military and police personnel			
Military contingents	1.9	3.0	3.0
United Nations police	18.9	12.0	35.0
Formed police units	(3.1)	–	–
Civilian personnel			
International staff	14.0	13.0	13.0
National staff			
National Professional Officers	14.8	16.0	12.0
National General Service staff	12.0	11.0	10.0
United Nations Volunteers	15.5	10.0	15.0
Government-provided personnel	6.0	8.0	14.0

63. The proposed vacancy factors for military and police personnel take into consideration recent deployment patterns. The proposed vacancy factors for civilian personnel take into account current fiscal year-to-date average rates, historical incumbency patterns and proposed staffing changes.

E. Contingent-owned equipment: major equipment and self-sustainment

64. Requirements for the period from 1 July 2017 to 30 June 2018 are based on standard reimbursement rates for major equipment and self-sustainment in the total amount of $36,877,100 as follows:

(Thousands of United States dollars)

	Estimated amount		
Category	*Military contingents*	*Formed police units*	*Total*
Major equipment	12 940.3	8 254.6	21 194.9
Self-sustainment	9 690.4	5 991.8	15 682.2
Total	**22 630.7**	**14 246.4**	**36 877.1**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	1.1	1 October 2016	–
Intensified operational condition factor	1.7	1 October 2016	–
Hostile action/forced abandonment factor	0.9	1 October 2016	–
B. Applicable to home country			
Incremental transportation factor	0.3-5.8		

F. Training

65. The estimated resource requirements for training for the period from 1 July 2017 to 30 June 2018 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	78.4
Official travel	
Official travel, training	539.3
Other supplies, services and equipment	
Training fees, supplies and services	381.9
Total	**999.6**

66. The number of participants planned for the period from 1 July 2017 to 30 June 2018, compared with previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2015/16	*Planned 2016/17*	*Proposed 2017/18*	*Actual 2015/16*	*Planned 2016/17*	*Proposed 2017/18*	*Actual 2015/16*	*Planned 2016/17*	*Proposed 2017/18*
Internal	230	823	238	690	2 028	664	339	597	764
External[a]	50	55	27	16	28	21	–	–	–
Total	**280**	**878**	**265**	**706**	**2 056**	**685**	**339**	**597**	**764**

[a] Includes the United Nations Logistics Base and outside the Mission area.

67. The decrease in the number of participants for internal and external training activities for civilian personnel is in line with the ongoing consolidation of the Mission. The increase in the number of proposed participants for internal training for military and police personnel is attributable primarily to the need to provide French language classes to police personnel to enhance their ability to communicate with the local population.

G. Community violence reduction programme

68. The estimated resource requirements for the community violence reduction programme for the period from 1 July 2017 to 30 June 2018 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Other supplies, services and equipment	
Other services	5 000.0
Total	**5 000.0**

69. During the 2017/18 period, MINUSTAH will continue to leverage its traditional areas of expertise to provide assistance for the development of security sector and rule of law institutions with a view to building the capacity of target communities and national entities to manage programmes that lead to the reduction of community violence. Community violence reduction projects will contribute to increased stability and security by mobilizing communities and local authorities to partner with the police, engage in dialogue on the security threats they commonly face and jointly identify approaches for community-driven and State-supported sustainable solutions. In parallel, the programme will continue to foster social cohesion, mitigate conflict risk factors in communities vulnerable to gang victimization, facilitate an enhanced security environment in crime-affected areas and reintegrate marginalized groups. Community violence reduction activities will aim at deepening partnerships with local authorities, community groups and leaders, as well as the United Nations country team, in preparation for the handover of the community violence reduction programme. This will lead to a responsible and sustainable transfer of programming and expertise to the national entities, which are ultimately responsible for strengthening community engagement and cohesiveness in violence-affected urban areas, without creating a dangerous vacuum that could put at risk the essential security and development gains achieved by the programme.

70. The Mission will develop and implement 27 projects as follows: (a) five labour-intensive and income-generating projects for at-risk youth, men and women in crime affected areas of Cap-Haïtien and Port-au-Prince; (b) four employment and entrepreneurship projects for 500 youth and women in Cap-Haïtien and/or Port-au-Prince; (c) three security and stabilization projects providing a safer environment in crime affected areas of Cap-Haïtien and/or Port-au-Prince; (d) three professional skills training projects for at-risk youth and prison inmates in Cap-Haïtien and/or Port-au-Prince; (e) three gender-based violence prevention projects for at-risk youth and child protection projects for female victims of violence and youth at risk of drug and alcohol abuse in Cap-Haïtien and/or Port-au-Prince; (f) five projects in support of democratic governance, State legitimacy and youth in conflict with the law in Cap-Haïtien and/or Port-au-Prince; (g) one public outreach and community mediation project in support of community forums and fostering coordination between local authorities, communities and other national and international actors; (h) two sensitization and social mobilization campaign projects for violence reduction in Cap-Haïtien and Port-au-Prince; and (i) one monitoring and evaluation project focusing on the impact of the community violence reduction programme and compilation of lessons learned and best practices.

H. Quick-impact projects

71. The estimated resource requirements for quick-impact projects for the period from 1 July 2017 to 30 June 2018, compared with previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2015 to 30 June 2016 (actual)	3 999.8	80
1 July 2016 to 30 June 2017 (approved)	3 000.0	60
1 July 2017 to 30 June 2018 (proposed)	3 000.0	60

72. In the context of the continued consolidation of the Mission, the quick-impact projects programme will remain a key component of the transition phase. The programme will continue to ease the impact of the withdrawal of the Mission and

facilitate the transfer of competencies to Haitian authorities, United Nations agencies and other partners.

73. For the 2017/18 period, through the implementation of 60 proposed projects, the Mission will continue to support the efforts of the Government of Haiti to strengthen good governance, democracy and the extension of State authority. The quick-impact projects will support civil society organizations with the aim of advancing national dialogue, and will improve livelihood opportunities through entrepreneurship activities that will contribute to economic development. The programme will also implement projects in the areas of health and sanitation, including projects relating to the provision of clean water and the fight against cholera. It will continue to support the efforts of the Government to provide public services, in particular by facilitating access to potable water for millions of Haitians.

I. Other programmatic activities

74. The estimated resource requirements for other programmatic activities for the period from 1 July 2017 to 30 June 2018 in support of security and stability and rule of law and human rights components, are as follows:

(Thousands of United States dollars)

Description	*Proposed amount*
Provision to improve the safety and security environment throughout Haiti	1 000.0
Provision for a more effective, efficient and transparent judicial system that respects human rights	2 935.5
Provision of services for improved access to justice and legal awareness	500.0
Total	**4 435.5**

75. In its resolution 2313 (2016), the Security Council underlined the need to further strengthen Haitian judicial and correctional systems in order to support a more integrated and cohesive Haitian security sector, noting the slow progress towards consolidating the rule of law and calling on Haitian authorities to continue to pursue efforts aimed at strengthening rule of law institutions and ending impunity. The proposed programme activities are part of the Mission's mandated tasks and activities to support the development and maintenance of the conditions for a society based on the rule of law and principles of gender equality and human rights, and to improve public confidence in rule of law institutions.

76. In addition to the community violence reduction programme and quick-impact projects described in sections II.G and II.H above, MINUSTAH will continue the implementation of the United Nations joint interim programme on police, justice and corrections. The programme was developed in the context of the Mission's transition and consolidation phase to ensure a smooth and gradual transfer of the management and implementation of its activities to national partners and to ensure that support in the rule of law areas is more cohesive and draws on the expertise available across the United Nations system.

77. The activities of the United Nations joint interim programme on police, justice and corrections for the 2017/18 period are intended to build on and consolidate the key achievements of the programme during the 2016/17 period and will strengthen the partnership between the Mission and the United Nations country team on critical rule of law activities. The proposed activities are directed towards: (a) improving

the safety and security environment in Haiti; (b) promoting an effective, efficient and transparent judicial system that respects human rights; and (c) improving access to justice and legal awareness. The joint programme will continue to provide support to the Commission on Criminal Reform, as well as the Superior Council of the Judiciary and the Ministry of Justice and Public Security. It will also focus on issues relating to pretrial detention by supporting model jurisdictions in Cap-Haïtien, Les Cayes and Port-au-Prince.

III. Analysis of variances[1]

78. The standard terms applied with respect to the analysis of resources variances in this section are defined in annex I.B to the present report. The terminology used is the same as in previous reports.

		Variance
Military contingents	$4 199.3	5.8 %

• Cost parameters: change in troop reimbursement rates

79. The increased requirements are attributable primarily to: (a) the anticipated higher reimbursement costs for contingent-owned self-sustainment equipment based on current expenditure trends for the 2016/17 period; and (b) the impact of the higher single rate of reimbursement of $1,410 per month for standard troop costs from 1 July 2017, approved by the General Assembly in its resolution 68/281, compared with the rate of $1,365 per month applied in the approved budget for the 2016/17 period. The increased requirements are offset in part by the application of a higher unserviceability and non-deployment factor in the computation of reimbursement costs for contingent-owned major equipment, compared with the factor applied in the approved budget for the 2016/17 period.

		Variance
United Nations police	($13 251.2)	(26.4)%

• Management: reduced outputs and inputs

80. The reduced requirements are attributable primarily to the application of a vacancy factor of 35 per cent, compared with the factor of 12 per cent applied in the approved budget for the 2016/17 period. Following the conclusion of the successful electoral process in Haiti, a gradual reduction of the number of police officers is envisaged, as the Mission is expected to retain only those with special skills to continue to mentor Haitian police officers.

		Variance
Formed police units	$3 331.6	6.5 %

• Cost parameters: change in troop reimbursement rates

81. The increased requirements are attributable primarily to the anticipated higher reimbursement costs for contingent-owned self-sustainment equipment based on current expenditure trends for the 2016/17 period and the impact of the higher single rate of reimbursement of $1,410 per month for standard police costs from 1 July 2017, approved by the General Assembly in its resolution 68/281, compared

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

with the rate of $1,365 per month applied in the approved budget for the 2016/17 period.

	Variance	
International staff	$502.3	0.9%

- **Management: additional inputs and same outputs**

82. The increased requirements are attributable primarily to the higher common staff cost rate of 89.6 per cent, compared with the rate of 81.1 per cent applied in the approved budget for the 2016/17 period, owing to anticipated higher entitlement costs related to separation of staff. The increased requirements are offset in part by the proposed abolishment of one international post at the P-3 level and the application of the lower post adjustment rate of 39.8 per cent, compared with the rate of 41.9 per cent applied in the approved budget for the 2016/17 period.

	Variance	
National staff	($2 344.3)	(11.2)%

- **Management: reduced inputs and same outputs**

83. The reduced requirements are attributable primarily to the proposed abolishment of 16 national staff posts that were vacant for more than two years and the application of the exchange rate of 66.98 gourdes per United States dollar, compared with the exchange rate of 57.01 gourdes per United States dollar applied in the approved budget for the 2016/17 period.

	Variance	
United Nations Volunteers	($1 376.7)	(22.7)%

- **Management: reduced inputs and same outputs**

84. The reduced requirements are attributable primarily to the discontinuation of certain entitlements for United Nations Volunteers, including the well-being supplement and the resettlement allowance, following the change of the classification of the duty stations of Port-au-Prince, Cap-Haïtien and Jacmel from D to C, effective 1 January 2016.

	Variance	
Government-provided personnel	($269.7)	(9.2)%

- **Management: reduced inputs and same outputs**

85. The reduced requirements are attributable to the application of a vacancy rate of 14 per cent, compared with the vacancy rate of 8 per cent applied in the approved budget for the 2016/17 period, in line with the ongoing consolidation of the Mission.

	Variance	
Consultants	($104.9)	(8.1)%

- **Management: reduced inputs and same outputs**

86. The reduced requirements are attributable primarily to the engagement of in-house training capacity for many training activities.

	Variance	
Official travel	($416.3)	(15.2)%

- **Management: reduced inputs and same outputs**

87. The reduced requirements are attributable primarily to the lower number of trips planned for the 2017/18 period (3,826), compared with the number of trips included in the approved budget for the 2016/17 period (5,169), owing to the ongoing consolidation of the Mission.

	Variance	
Facilities and infrastructure	($5 078.1)	(13.1)%

- **Management: reduced inputs and same outputs**

88. The reduced requirements are attributable primarily to: (a) the costs for maintenance and security services provided by individual contractors, which are provided for under other supplies, services and equipment and were provided for under facilities and infrastructure in the approved budget for the 2016/17 period; and (b) reduced requirements for petrol, oil and lubricants as a result of the lower planned consumption of 14.1 million litres, compared with the 15.7 million litres included in the approved budget for the 2016/17 period based on the trends in consumption experienced in prior periods, and the estimated lower cost of $0.64 per litre, compared with the cost of $0.68 per litre applied in the computation of fuel costs in the approved budget for the 2016/17 period. The reduced requirements are offset in part by the costs for the proposed restoration of two rented premises to their original condition at the end of the lease period, based on the contractual requirements, and proposed construction services relating to the relocation of certain sections, as a result of the ongoing consolidation of Mission premises.

	Variance	
Ground transportation	($169.2)	(3.8)%

- **Management: reduced inputs and same outputs**

89. The reduced requirements are attributable primarily to the lower anticipated cost of maintenance services based on expenditure trends for the 2016/17 period.

	Variance	
Communications	($584.7)	(8.2)%

- **Management: reduced inputs and same outputs**

90. The reduced requirements are attributable primarily to: (a) lower costs for commercial communications as a result of lower monthly costs for satellite transponders and lower costs for mobile communication services owing to the continued optimization of the use of mobile telephones by limiting roaming services; (b) the projected lower consumption of communications spare parts and supplies based on the trends in prior years and the anticipated use of existing inventory acquired in prior periods; and (c) the non-requirement for public information supplies, which are incorporated in the acquisition of public information services at no additional cost. The reduced requirements are offset in part by increased requirements for maintenance of equipment and communications support services as a result of the higher monthly rate of $1,742 per unit to access global digital radio technology, compared with the rate of $420 applied in the

computation of the centralized Tetra switching support services in the approved budget for the 2016/17 period.

	Variance	
Information technology	($432.7)	(7.5)%

- **Management: reduced inputs and same outputs**

91. The reduced requirements are attributable primarily to the fact that the existing inventory is expected to be adequate to meet some requirements for the period, resulting in lower requirements for spare parts and supplies. The reduced requirements are offset in part by the proposed acquisition of computers and computer accessories to replace aging equipment.

	Variance	
Medical	($177.2)	(11.3)%

- **Management: reduced inputs and same outputs**

92. The reduced requirements are attributable primarily to lower rates for medical evacuation based on the contractual terms, the non-requirement for medical equipment and lower requirements for medical supplies because the current inventory is adequate to meet equipment and supplies requirements for the 2017/18 period.

	Variance	
Other supplies, services and equipment	$6 815.8	56.5%

- **Management: additional inputs and same outputs**

93. The increased requirements are attributable primarily to the costs for maintenance and security services provided by individual contractors and therefore budgeted under other supplies, services and equipment. In the approved budget for the 2016/17 period, those services were provided for under facilities and infrastructure and ground transportation.

IV. Actions to be taken by the General Assembly

94. **The actions to be taken by the General Assembly in connection with the financing of the United Nations Stabilization Mission in Haiti are:**

(a) **Appropriation of the amount of $336,602,400 for the maintenance of the Mission for the 12-month period from 1 July 2017 to 30 June 2018;**

(b) **Assessment of the amount in paragraph (a) above at a monthly rate of $28,050,200, should the Security Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 70/286 and 70/276, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly

A. General Assembly

(Resolution 70/286)

Decision/request	*Action taken to implement decision/request*
Requests the Secretary-General to improve the ratio of substantive to support staff, with particular attention to the feasibility of nationalizing functions, especially Field Service level functions, to ensure that the civilian staffing structure is appropriate for the effective implementation of the current mission mandate and that it reflects staffing best practices across other missions (para. 20).	MINUSTAH continues to reorganize its staffing requirements in line with the consolidation plan of the Mission and in accordance with the recommendations of the civilian staffing review. Over the last 3 years, the Mission has reduced its staffing levels significantly. Of the 17 posts proposed to be abolished during the 2017/18 period, 13 are support staff, which will improve the ratio of substantive to support staff.
Urges the Secretary-General to make every effort to reduce the recruitment lead time for staff in field missions, taking into account the relevant provisions governing recruitment of United Nations staff, to enhance the transparency of the staffing process at all stages and to report on the steps taken and results achieved in the context of the next overview report (para. 22).	Efforts to reduce the recruitment lead time are hindered by the uncertainty with respect to the future of the Mission. MINUSTAH has increased its efforts to fill the vacant post in the Human Resources Section, which will put the Mission in a better position to address the recruitment issues in other sections. All vacancies, including temporary positions are advertised through Inspira, which has increased the transparency of the recruitment process.
Welcomes the continued efforts of the Secretary-General to mainstream gender perspectives in United Nations peacekeeping, and requests the Secretary-General to ensure that senior gender advisers in all United Nations peacekeeping operations report directly to mission leadership (para. 24).	In July 2013, the Senior Gender Advisor post was placed in the Office of the Special Representative of the Secretary-General to strengthen the integration of gender equality and implement the decisions of the Security Council on women, peace and security in all of the Mission's interventions and processes.
Recognizes the role of women in all aspects of peace and security issues, expresses concern about the gender imbalance in the staffing of peacekeeping operations, particularly at senior levels, requests the Secretary-General to intensify efforts to recruit and retain women in peacekeeping operations, in particular to appoint women to senior United Nations leadership positions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 of the Charter of the United Nations, considering, in particular, women from troop- and police-contributing countries, and strongly encourages Member States, where applicable, to identify and regularly submit more women candidates for appointment to positions in the United Nations system (para. 25).	With regard to female representation at the senior level, as at 30 June 2016, 33.3 per cent of the international staff of the Mission at the P-5 level and above were female, including the Special Representative of the Secretary-General. The Mission continues its efforts to promote female representation at senior levels. As at 30 June 2016, 25.1 per cent of civilian staff was female, compared with 22.4 per cent in the previous year. The most significant increase was for National Professional Officers and international staff at the P-5 level and above, which increased from 19.0 to 33.3 per cent and from 21.0 to 33.3 per cent, respectively. The Mission has also continued to encourage and advocate for increased female representation among uniformed personnel.

Decision/request	*Action taken to implement decision/request*
Requests the Secretary-General to continue his efforts to reduce the overall environmental footprint of each peacekeeping mission, including by implementing environmentally friendly waste management and power generation systems, in full compliance with the relevant rules and regulations, including, but not limited to, the United Nations environmental and waste management policy and procedures (para. 31).	The Mission continues to consolidate its premises, when feasible, to reduce its environmental footprint in Haiti. With regard to waste management, the Mission continues to segregate biodegradable and non-degradable waste at its source in all its premises, with the objective of recycling, reduction and re-use. The Mission continues to maintain its existing solar lights and photovoltaic systems.
Recognizes the increasing demands and challenges of the volatile work environment faced in peacekeeping operations, and requests the Secretary-General to strengthen capacity and standards with regard to the 10-1-2 casualty response, including capacity-building, training and education, and to continue to develop innovative solutions in this regard (para. 32).	The Security Section participated in the development of plans regarding mass casualty incident response, in coordination with the other sections involved, through the Joint Operations Centre, and conducted joint exercises. In addition, MINUSTAH has provided emergency trauma bag training for security personnel and focal points for both international and national staff. It has also conducted hostage incident management exercises and training on non-lethal weapons and firearms as part of the capacity-building of security personnel. Training on a safe and secure approach to the field environment was provided to staff members. Furthermore, the Mission trained 276 national individual contractors working at the Security Communications Centre on operational requirements and how to manage security incidents from 10 radio rooms located throughout Haiti. The training includes various security-related scenarios that could occur during their working shifts in the radio rooms.
Further recognizes the contribution of unmanned aerial systems to mandate delivery, including situational awareness and the enhanced safety and security of peacekeepers, and stresses the need to address challenges facing the deployment and utilization of such systems in individual peacekeeping missions (para. 34).	It is the intention of the Mission to use unmanned aerial systems, to be provided by a military contingent, notably within the crime-prone metropolitan areas. The proposal is currently under consideration by the United Nations Secretariat. Should the proposal proceed, the Government of Haiti would be contacted to negotiate a legal framework that would govern the operations of unmanned aerial systems.
Requests the Secretary-General to ensure the security of information and communications in missions, including those gathered from the use of unmanned aerial systems, as a matter of priority (para. 35).	As noted above, MINUSTAH does not have authorization from the Government of Haiti for the use of unmanned aerial systems. The budget proposal for the 2017/18 period does not include any provision for the use of unmanned aerial systems.
Further requests the Secretary-General to present in individual mission budget proposals a clear vision of the annual construction requirements by ensuring, as appropriate, multi-year plans and to continue his efforts to enhance the accuracy of budgeting, by improving aspects of project planning, management and oversight, with due consideration of operational circumstances on the ground, and to closely monitor the execution of works to ensure their timely completion (para. 42).	The Mission is in the consolidation stage of its life cycle. Accordingly, no major construction projects are planned for the 2017/18 period.

Decision/request	*Action taken to implement decision/request*
Requests the Secretary-General to strengthen oversight and internal controls in the areas of procurement and asset management across peacekeeping missions, including by holding a named official in mission management accountable for checking stock levels before undertaking any acquisition activity in order to ensure compliance with established asset management policies, taking into account the current and future needs of the mission and the importance of the full implementation of the International Public Sector Accounting Standards (para. 43).	MINUSTAH exercises due diligence to ensure that the existing inventory holdings are reviewed before undertaking any acquisition activities and takes into consideration operational needs and inventory holdings. Furthermore, the Mission consults the United Nations Logistics Base on the availability of any reserve stock and seeks clearance from United Nations Headquarters counterparts. The Chief of each self-accounting unit is accountable for monitoring inventory levels.
Encourages the Secretary-General to utilize local materials, capacity and knowledge in the implementation of construction projects for peacekeeping operations, in compliance with the United Nations Procurement Manual (para. 45).	The Mission utilizes local materials and capacity for its projects, where possible, under local procurement authority.
Recalls paragraph 38 of its resolution 69/307, and requests the Secretary-General to continue to consider measures to be implemented to strengthen the security of aircrews working under contracts with the United Nations, including confirming that the appropriate lines of responsibility for the handling of related security aspects are in place, and to report thereon in the context of the next overview report (para. 47).	The lines of responsibility for the civilian aircrews have been established and they are included in the Mission civilian safety and security plan. Measures are taken through pre-flight passenger checks, and escorts are provided to ensure the security of aircrews during flight missions in areas presenting medium to high risk levels. For the military aircrews the lines of responsibility have been defined and are in line with the military security plan.
Recognizes the important role played by quick-impact projects in supporting the implementation of mission mandates, stresses the need for the timely, responsible and accountable implementation of all planned projects, and requests the Secretary-General to enhance the impact of these projects while addressing underlying challenges (para. 55).	The quick-impact projects are implemented to strengthen the capacity of the State to provide basic public services to the population, reinforce rule of law structures, support civil society engagement in good governance and provide opportunities to foster democracy in all 10 departments, with higher concentration around the 2 regional offices. The Mission has established a project review committee to review all proposals for quick-impact projects. A quick-impact projects unit in the Civil Affairs Section manages all projects and reporting on project implementation.
Recalls the collective and unanimous position that one substantiated case of sexual exploitation and sexual abuse is one case too many, and requests the Secretary-General to ensure that all peacekeeping operations implement fully the United Nations policy of zero tolerance of sexual exploitation and sexual abuse in United Nations peacekeeping operations with regard to all civilian, military and police personnel (para. 70).	The response for all peacekeeping missions, including MINUSTAH, with respect to issues raised in paragraphs 70, 71, 76 and 79-82, will be included in the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse.

Decision/request	*Action taken to implement decision/request*
Welcomes the determination of the Secretary-General to fully implement the United Nations policy of zero tolerance of sexual exploitation and abuse, and requests the Secretary-General to report on the results achieved and challenges encountered in the next report (para. 71).	
Calls upon the Secretary-General to ensure coordination across United Nations entities at the country level in order for victims to receive immediate basic assistance and support in accordance with their individual needs arising from alleged sexual exploitation and abuse (para. 76).	
Requests the Secretary-General to immediately inform the Member States concerned about allegations of sexual exploitation and abuse, of which United Nations entities may become aware, in missions operating under a Security Council mandate, and requests the Secretary-General to ensure that the Member States concerned receive all available information to allow for appropriate follow-up by their national authorities (para. 79).	
Recognizes the risk factors linked to recent allegations of sexual exploitation and abuse, as identified by the Secretary-General in paragraph 25 of his latest report, including the rehatting of troops, the absence of predeployment training on standards of conduct, the excessive length of deployment for certain contingents, the living conditions of contingents, including lack of welfare and communication facilities to stay in contact with home, camps being situated in proximity to and not properly separated from the local population and lack of discipline among some contingents, and in this regard requests the Secretary-General to further analyse all risk factors, including those listed above, in his next report and to provide recommendations to mitigate those risks, taking into account the respective responsibilities of missions, the Secretariat and troop- and police-contributing countries (para. 80).	
Stresses the importance of training all personnel for the prevention of sexual exploitation and sexual abuse, as part of the predeployment training, as well as in-mission training and awareness-raising programmes, and requests the Secretary-General to expedite the deployment of the e-learning programme (para. 81).	

Decision/request	*Action taken to implement decision/request*
Recalls paragraph 175 of the report of the Advisory Committee, and requests the Secretary-General to include in future reports information on allegations of sexual exploitation and abuse by non-United Nations forces operating under a Security Council mandate (para. 82).	

(Resolution 70/276)

Decision/request	*Action taken to implement decision/request*
Notes the upcoming presidential election in Haiti and requests the Secretary-General to ensure that the Mission continues to make the arrangements necessary to support the electoral process and to report thereon in the context of the next budget submission for the Mission (para. 10).	The Mission has continued to support the electoral process at the technical, operational, logistics and security levels. The Electoral Assistance Unit, which was abolished at the end of the 2015/16 period, had to be re-established once it became evident that the electoral process would not be concluded within the time frame initially envisaged. The staffing of the Unit was provided through the exceptional establishment of 23 general temporary assistance positions for the 2016/17 period. The Mission continued to lead the coordination of assistance to the electoral process with other stakeholders, including the United Nations Development Programme, the United Nations Office for Project Services and regional organizations.

B. Advisory Committee on Administrative and Budgetary Questions

(A/70/742)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee shares the concern of the Board of Auditors over the continuing level and frequency of redeployments among and between expenditure groups and classes across peacekeeping operations (para. 31).	The Mission continues to monitor the level and frequency of redeployments and has taken measures to minimize the frequency of redeployments by monitoring transactions and providing expenditure reports to all fund centre managers on a regular basis. The redeployments are fully documented, justified and executed in accordance with the delegation of financial authority.
The Committee notes with regret that mission budget proposals for 2016/17 do not always comply with the requirement for all posts that have been vacant for two years or longer to be reviewed and the posts proposed for retention or abolishment (para. 46).	The Mission has reviewed posts that have been vacant for more than 2 years, and has consequently proposed the abolishment of 17 posts for the 2017/18 period.

Request/recommendation	*Action taken to implement request/recommendation*
In the light of the magnitude of the resources allocated to air operations across peacekeeping operations and the audit findings cited in the present report, together with the additional observations and recommendations made in paragraphs 119 to 138 of the present report, the Advisory Committee reiterates its view that an important opportunity exists to improve the overall efficiency and effectiveness of air operations, including the possibility of realizing significant cost savings in future budgets (para. 116).	MINUSTAH has reduced the number of flight hours from 2,850 in the 2015/16 period to 2,100 in the 2016/17 period, which has contributed to the realization of cost savings. Consequently, regular flight service has been adjusted to take into account the lower number of flight hours available, while continuing to provide regular air transportation for the Mission. Concrete improvements in fleet analysis and performance are expected when the Aviation Information Management System performs without technical issues and new features are implemented.
The Advisory Committee notes with dissatisfaction that the information was not made readily available to the Committee in a timely manner and not in the format requested, which would have facilitated easy review. The Committee therefore recommends that a breakdown of the travel requirements for all peacekeeping operations, including details with respect to trip destinations, the purpose of the trips, the number and functions of travellers, estimated airfares and other travel costs, be included in the information provided to the Committee prior to its consideration of mission budget proposals (para. 154).	MINUSTAH has taken the measures necessary with respect to monitoring travel and will provide the required information in a timely manner.
The Committee stresses the need for realistic planning and budgeting and enhanced project monitoring and oversight, including by the appropriate offices within the Department of Field Support at Headquarters and the United Nations Logistics Base at Brindisi, Italy, particularly for those projects spanning more than one budgetary cycle. Details of multi-year projects should be included in specific budget proposals, including the overall status of implementation at the time of the respective budget request, and those projects valued at $1 million or more should be clearly identifiable within the budget request (para. 157).	Having considered major resource priorities for the 2017/18 period, MINUSTAH does not foresee the implementation of any major projects valued over $1 million during the 2017/18 period, nor is it engaged in any multi-year projects.
The Committee looks forward to reviewing the results of the analysis currently under way of the possibility of replacing part of the light passenger vehicle fleet with sedan-type, multipurpose and alternative-type vehicles. The Committee trusts that the mission vehicle acquisition plans for the 2017/18 financial period will reflect the outcome of this review (para. 160).	The vehicle establishment committee held 2 meetings, in February and April 2016. However, the committee focused on the reduction of vehicles in MINUSTAH in accordance with recommendations by the Office of Internal Oversight Services, and did not consider the possibility of replacing part of the light passenger vehicle fleet with sedan-type, multipurpose or alternative-type vehicles.

(A/70/742/Add.4)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee trusts that the Mission will take all the measures necessary to reduce its long-standing excessive holding of light passenger vehicles in order to comply promptly with the prescribed ratio set out in the Standard Cost and Ratio Manual (para. 38).	The Mission will undertake the reduction of the fleet after completion of the final round of elections on 29 January 2017.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terms have been applied with respect to proposed changes in human resources (see section I of the present report):

- **Post establishment**: a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment**: an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment**: an approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification**: an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment**: an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion**: three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

B. Terminology related to variance analysis

Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

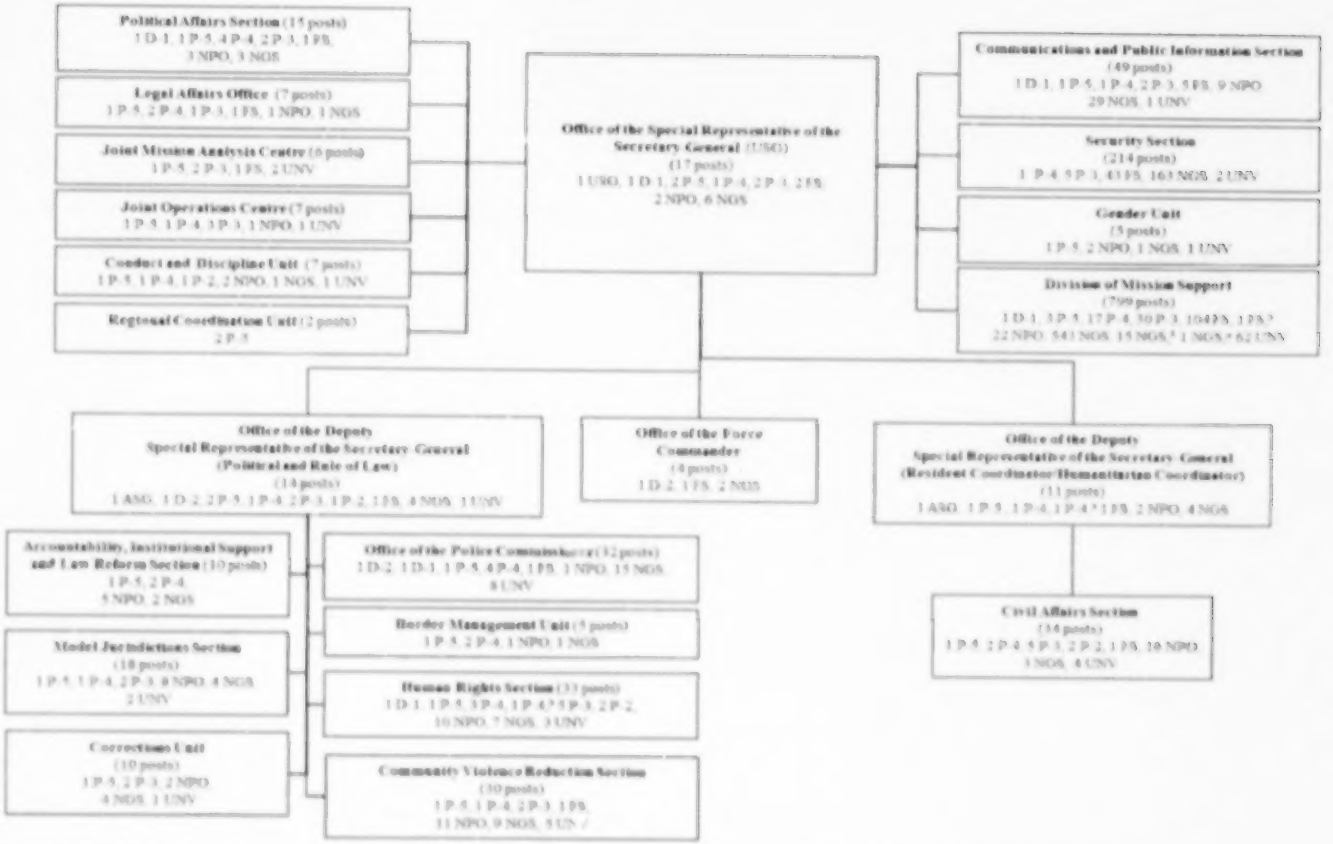
- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External**: variances caused by parties or situations external to the United Nations

- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

Annex II

Organization charts

A. United Nations Stabilization Mission in Haiti

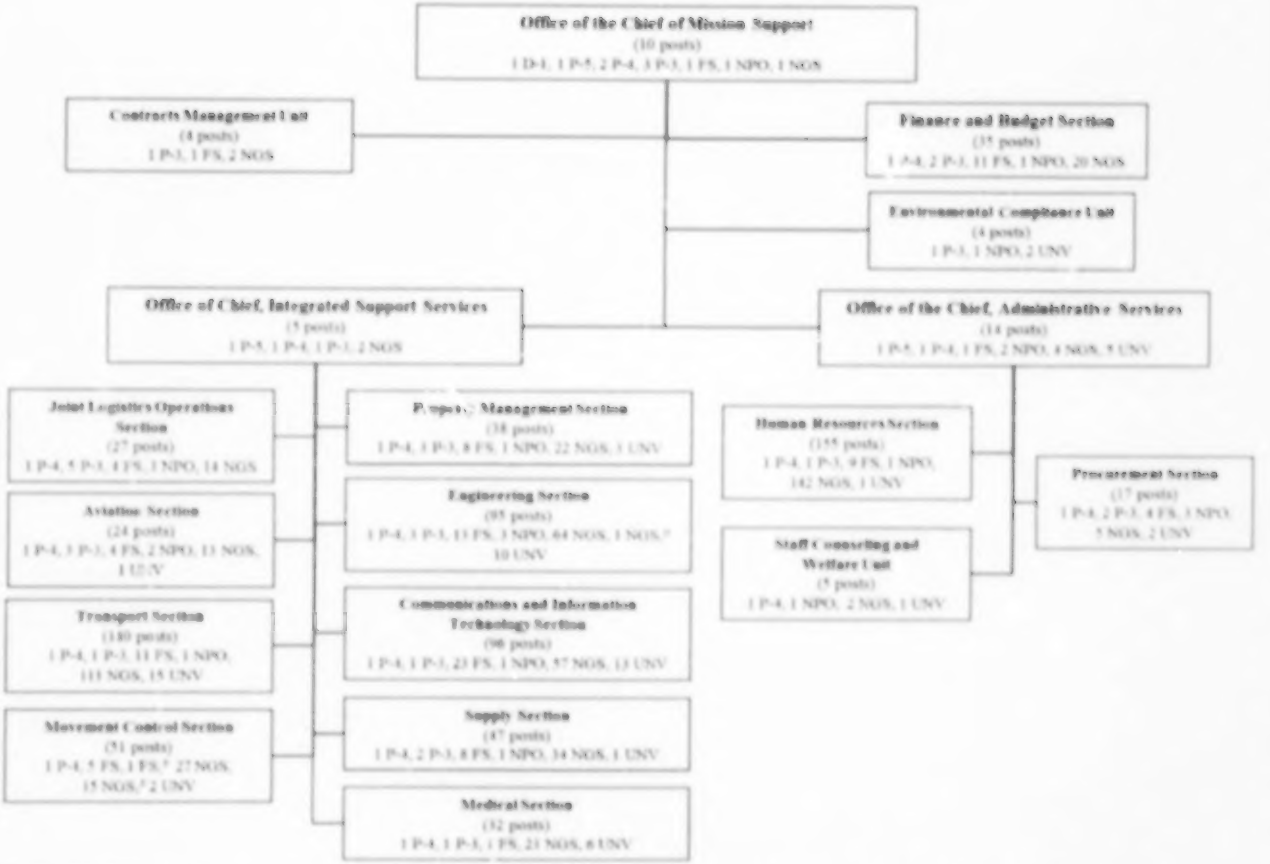

Political Affairs Section (15 posts)
1 D-1, 1 P-5, 4 P-4, 2 P-3, 1 FS, 3 NPO, 3 NGS
Legal Affairs Office (7 posts)
1 P-5, 2 P-4, 1 P-3, 1 FS, 1 NPO, 1 NGS
Joint Mission Analysis Centre (6 posts)
1 P-5, 2 P-3, 1 FS, 2 UNV
Joint Operations Centre (7 posts)
1 P-5, 1 P-4, 3 P-3, 1 NPO, 1 UNV
Conduct and Discipline Unit (7 posts)
1 P-5, 1 P-4, 1 P-2, 2 NPO, 1 NGS, 1 UNV
Regional Coordination Unit (2 posts)
2 P-3
Office of the Special Representative of the Secretary-General (USG)
(17 posts)
1 USG, 1 D-1, 2 P-5, 1 P-4, 2 P-3, 2 FS, 2 NPO, 6 NGS
Communications and Public Information Section
(49 posts)
1 D-1, 1 P-5, 1 P-4, 2 P-3, 5 FS, 9 NPO, 29 NGS, 1 UNV
Security Section
(214 posts)
1 P-4, 5 P-3, 43 FS, 163 NGS, 2 UNV
Gender Unit
(5 posts)
1 P-5, 2 NPO, 1 NGS, 1 UNV
Division of Mission Support
(799 posts)
1 D-1, 3 P-5, 17 P-4, 30 P-3, 104 FS, 1 FS[a], 22 NPO, 541 NGS, 15 NGS,[b] 1 NGS,[a] 62 UNV
Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law)
(14 posts)
1 ASG, 1 D-2, 2 P-5, 1 P-4, 2 P-3, 1 P-2, 1 FS, 4 NGS, 1 UNV
Office of the Force Commander
(4 posts)
1 D-2, 1 FS, 2 NGS
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)
(11 posts)
1 ASG, 1 P-5, 1 P-4, 1 P-4,[a] 1 FS, 2 NPO, 4 NGS
Accountability, Institutional Support and Law Reform Section (10 posts)
1 P-5, 2 P-4, 5 NPO, 2 NGS
Office of the Police Commissioner (32 posts)
1 D-2, 1 D-1, 1 P-5, 4 P-4, 1 FS, 1 NPO, 15 NGS, 8 UNV
Border Management Unit (5 posts)
1 P-5, 2 P-4, 1 NPO, 1 NGS
Model Jurisdictions Section
(10 posts)
1 P-5, 1 P-4, 2 P-3, 0 NPO, 4 NGS, 2 UNV
Human Rights Section (33 posts)
1 D-1, 1 P-5, 3 P-4, 1 P-4,[a] 5 P-3, 2 P-2, 10 NPO, 7 NGS, 3 UNV
Corrections Unit
(10 posts)
1 P-5, 2 P-3, 2 NPO, 4 NGS, 1 UNV
Community Violence Reduction Section
(30 posts)
1 P-5, 1 P-4, 2 P-3, 1 FS, 11 NPO, 9 NGS, 5 UN-√
Civil Affairs Section
(34 posts)
1 P-5, 2 P-4, 5 P-3, 2 P-2, 1 FS, 10 NPO, 3 NGS, 4 UNV

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteer.

[a] Reassignment.

[b] Redeployment.

B. Mission Support Division


Office of the Chief of Mission Support
(10 posts)
1 D-1, 1 P-5, 2 P-4, 3 P-3, 1 FS, 1 NPO, 1 NGS
Contracts Management Unit
(4 posts)
1 P-3, 1 FS, 2 NGS
Finance and Budget Section
(35 posts)
1 P-4, 2 P-3, 11 FS, 1 NPO, 20 NGS
Environmental Compliance Unit
(4 posts)
1 P-3, 1 NPO, 2 UNV
Office of Chief, Integrated Support Services
(5 posts)
1 P-5, 1 P-4, 1 P-3, 2 NGS
Office of the Chief, Administrative Services
(14 posts)
1 P-5, 1 P-4, 1 FS, 2 NPO, 4 NGS, 5 UNV
Joint Logistics Operations Section
(27 posts)
1 P-4, 5 P-3, 4 FS, 3 NPO, 14 NGS
Aviation Section
(24 posts)
1 P-4, 3 P-3, 4 FS, 2 NPO, 13 NGS, 1 UNV
Transport Section
(140 posts)
1 P-4, 1 P-3, 11 FS, 1 NPO, 111 NGS, 15 UNV
Movement Control Section
(51 posts)
1 P-4, 5 FS, 1 FS,[a] 27 NGS, 15 NGS,[b] 2 UNV
Property Management Section
(38 posts)
1 P-4, 1 P-3, 8 FS, 1 NPO, 22 NGS, 1 UNV
Engineering Section
(85 posts)
1 P-4, 1 P-3, 13 FS, 3 NPO, 64 NGS, 1 NGS,[a] 10 UNV
Communications and Information Technology Section
(96 posts)
1 P-4, 1 P-3, 23 FS, 1 NPO, 57 NGS, 13 UNV
Supply Section
(47 posts)
1 P-4, 2 P-3, 8 FS, 1 NPO, 34 NGS, 1 UNV
Medical Section
(32 posts)
1 P-4, 1 P-3, 1 FS, 21 NGS, 8 UNV
Human Resources Section
(155 posts)
1 P-4, 1 P-3, 9 FS, 1 NPO, 142 NGS, 1 UNV
Staff Counselling and Welfare Unit
(5 posts)
1 P-4, 1 NPO, 2 NGS, 1 UNV
Procurement Section
(17 posts)
1 P-4, 2 P-3, 4 FS, 1 NPO, 5 NGS, 2 UNV

Abbreviations: FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteer.

[a] Reassignment.

[b] Redeployment.

Map

CUBA
ATLANTIC OCEAN
MINUSTAH
January 2017
HAITI
DOMINICAN REPUBLIC
CARIBBEAN SEA
Port-de-Paix
Gonaïves
Hinche
Miragoâne
Les Cayes
Jérémie
Port-au-Prince
NORD OUEST
NORD
NORD EST
ARTIBONITE
CENTRE
GRANDE ANSE
NIPPES
OUEST
SUD
SUD EST
FPU JORDAN 1
FPU JORDAN 2
FPU JORDAN (SWAT)
FPU BOLIVIA 1
FPU BOLIVIA 2
FPU SENEGAL
FPU GUINEA
FPU BANGLADESH 2
FPU BANGLADESH 3
FPU NEPAL
FPU PERU
SUP URUGUAY & PERU (-)
SUP CHILE (-)
BRAZIL
PHILIPPINES
BANGLADESH
CHILE
PARAGUAY
BRAZIL
ARGENTINA
SUP GUATEMALA